



***Work Smart. Use START.***

# **WORKBOOK & USER GUIDE**

***for the Enhanced and  
Updated Online  
Business Plan  
Development Tool***

**2005**



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**for**

**the Enhanced and Updated Online  
Business Plan Development Tool**

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**For Questions or Technical Assistance  
Contact the Neighborhood Networks Information Center  
at (888) 312-2743 (toll free)**

***HUD's Neighborhood Networks***

## About HUD's Neighborhood Networks

Neighborhood Networks establishes community learning centers that improve computer access; advance literacy; and provide access to employment opportunities for adults, children, and seniors living in HUD insured and assisted housing. Created by HUD in 1995, Neighborhood Networks was one of the first federal initiatives to promote self-sufficiency and help provide computer access to low-income housing communities. A decade later, Neighborhood Networks continues as a growing initiative.

Today, in urban centers and rural towns across America, hundreds of Neighborhood Networks centers are putting the power of technology in the hands of people. Thousands of adults, children, and seniors have secured employment, increased their incomes, furthered their education, improved their grades, and moved from welfare to work after completing training at Neighborhood Networks centers across America. No two Neighborhood Networks centers are alike. With support from innovative public-private partnerships, Neighborhood Networks centers sponsor a range of services and programs. Nearly all centers offer workforce development and educational opportunities, and many also provide programs that include access to healthcare information and microenterprise development. Want to learn more? We invite you to further explore Neighborhood Networks at [www.NeighborhoodNetworks.org](http://www.NeighborhoodNetworks.org) or call the Neighborhood Networks Information Center toll free at (888) 312-2743.

# **How to Use The START Workbook and User Guide**

This START Workbook and User Guide consists of two basic parts: Part I, Workbook; and Part II, Center User Guide. It is designed to assist center users in using the most recent version of START.

## **Part I: Workbook**

The START Workbook is designed to help gather the information that center users will input into START online. Like START, this workbook is divided in sections.

## **Part II: Center User Guide**

The START Center User Guide is designed to help center users navigate START online. This user guide is laid out in sections that highlight specific features of START through the use of START screenshots.

## About START

The Strategic Tracking And Reporting Tool (START) was designed to assist Neighborhood Networks centers in developing an online business plan that defines and refines their mission. The tool was first introduced in 2001 and has recently undergone several major enhancements. The **updated and enhanced START** makes creating and updating your business plan easier than before.

With START, you can track and evaluate every critical facet of center development.

- ❑ Develop a budget for your center.
- ❑ Plan operations for your center.
- ❑ Track and assess program and organizational performance.
- ❑ Capture user demographics.

Here is a summary of several new START features.

**Forgot your password?** Get a computer-generated reply with your secure password instantly. Centers can also create additional accounts and user names. START remembers each section that you have completed and allows you to begin where you left off to reduce repetition.

**And there's more.** With START, Neighborhood Networks centers can update and change their online business plan continuously. A START assessment feature allows centers to evaluate their performance over the course of a complete fiscal year.

### Advantages for HUD Neighborhood Networks Coordinators

START now includes several enhancements that help HUD Neighborhood Networks coordinators with business plan management and tracking. HUD coordinators can now comment on and approve center profiles. START also allows coordinators to comment on and approve business plans online. The enhanced START creates a variety of reports for Neighborhood Networks coordinators. Get instant information on centers nationwide by state, region, HUD field office, or fiscal year. Find what you are looking for quickly and as often as necessary.

START also improves communication between HUD coordinators and Neighborhood Networks centers. Automatic e-mail notification lets coordinators know when business plans have been submitted. It also lets centers know whether the coordinator has approved their plan or if additional action is needed.

This workbook will assist you in learning how to use the **updated and enhanced START** to create your Neighborhood Networks center's blueprint for success.

**Work Smart. Use START.**



# **PART I**

# **Workbook**

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**Have any questions about START or the START Workbook?** Call the Neighborhood Networks Information Center toll free at (888) 312-2743 to speak with program development staff or go to the Neighborhood Networks Web site at [www.NeighborhoodNetworks.org](http://www.NeighborhoodNetworks.org).

## Section 1: Introduction

### Welcome to START!

The best way to conceptualize completing a START business plan is to think of it as a four-phase process.

Phase 1: Data Collection	Phase 2: Inputting Data Into START
<p>The START Workbook is available to help collect data that you will need to complete START. The data you collect in the START Workbook will help you make decisions about your center and build your business plan in START. Collect the data in the order most convenient to you.</p> <p>This information includes:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Mission statement.</li><li><input type="checkbox"/> Benefits to stakeholders and the community.</li><li><input type="checkbox"/> A community assessment.</li><li><input type="checkbox"/> A resident assessment.</li><li><input type="checkbox"/> Potential partners.</li><li><input type="checkbox"/> Annual program outcomes.</li><li><input type="checkbox"/> And much more.</li></ul>	<p>Once data collection is complete, you will input the data into START. You will be asked to answer additional questions that will help make decisions about the center. The START sections are as follows:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Starting the START process.</li><li><input type="checkbox"/> Budgeting and Fundraising.</li><li><input type="checkbox"/> Planning for Center Operations.</li><li><input type="checkbox"/> Organization and Management.</li><li><input type="checkbox"/> Program Planning.</li><li><input type="checkbox"/> Marketing and Outreach.</li><li><input type="checkbox"/> Business Plan Reports.</li><li><input type="checkbox"/> Assessment.</li></ul> <p>Each section contains subsections. In several sections, you will be asked to input <i>goals</i>, <i>activities</i>, and <i>outcomes</i> for that section.</p>
Phase 3: Create Your Business Plan	Phase 4: Ongoing Updates and Maintenance
<p>Once the data for your center is entered in START, you can create and save a business plan that can be submitted to HUD.</p>	<p>START's usefulness does not end once you submit your business plan. When used properly, it will help track center changes and accomplishments over time. You should return to START frequently to:</p> <ul style="list-style-type: none"><li><input type="checkbox"/> Track and assess partnership activities.</li><li><input type="checkbox"/> Mark progress toward your goals, activities, and outcomes.</li><li><input type="checkbox"/> Identify outcomes and results for fundraising and grantwriting activities.</li><li><input type="checkbox"/> Update changes in center staffing, staff responsibilities, and property information.</li></ul>

## **Don't START Yet!**

Before you begin, take some time to think about the center you hope to create or shape. Write your thoughts under each question; they will be helpful throughout the START process.

- ☐ Who are the stakeholders (residents, owners, community, etc.)?
- ☐ Who will the center serve (residents, community members, neighborhood children, etc.)?
- ☐ What are the important demographics of the people served by the center?
- ☐ Where will the center be located?
- ☐ When will the center be operational? What is the timeframe for startup? During what hours will the center be open?
- ☐ What is the purpose of the center?
- ☐ What would make the center successful?
- ☐ Is the center unique? If so, how?
- ☐ How will center stakeholders, especially users, benefit?

## Section 2: Starting the START Process

### Section Overview

Before the planning process for the Neighborhood Networks center starts, the needs and desires of center users should be identified. This section will help you:

- ❑ Create a center profile.
- ❑ Create a mission statement for the center
- ❑ Determine benefits for stakeholders.
- ❑ Determine community assets and resources.
- ❑ Determine staffing resources.
- ❑ Identify the center's users.
- ❑ Identify the interests and needs of the center's users.

## First Things First—Create a Center Profile

In order to begin a START business plan you will need to create a center profile, if you have not done so already.

You will need to collect the following information for the profile:

### General information

Full and exact name of center \_\_\_\_\_  
Center address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip Code \_\_\_\_\_ E-mail \_\_\_\_\_  
Phone \_\_\_\_\_ Extension \_\_\_\_\_  
Fax \_\_\_\_\_ Web site \_\_\_\_\_

Indicate the center phase (choose one only)

- |                         |                             |
|-------------------------|-----------------------------|
| 1. In planning _____    | 4. Center operational _____ |
| 2. Plan submitted _____ | 5. Center closed _____      |
| 3. Plan approved _____  | 6. Center suspended _____   |

Operational date \_\_\_\_\_

Internet connection type: (The dropdown menu allows for choice of one type: dial-up, cable, DSL, ISDN, satellite, wireless, T-line) \_\_\_\_\_.

Field office: (Use the dropdown menu to select your HUD field office) \_\_\_\_\_.

Designated HUD NN Coordinator (Use the dropdown menu to select your designated HUD NN Coordinator) \_\_\_\_\_.

Create user name: \_\_\_\_\_

Create password: \_\_\_\_\_

Retype password: \_\_\_\_\_

### Contact Information

Prefix (use dropdown menu to select) \_\_\_\_\_  
First name \_\_\_\_\_  
Middle name \_\_\_\_\_  
Last name \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip Code \_\_\_\_\_ Fax \_\_\_\_\_  
Phone \_\_\_\_\_ Extension \_\_\_\_\_

**Property Information**

Property name \_\_\_\_\_  
Property address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip Code \_\_\_\_\_ E-mail \_\_\_\_\_  
Phone \_\_\_\_\_ Extension \_\_\_\_\_  
REMS \_\_\_\_\_ Section 8 # \_\_\_\_\_  
FHA # \_\_\_\_\_

**Property Management Agency Information**

Agency name \_\_\_\_\_  
Agency address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip Code \_\_\_\_\_ E-mail \_\_\_\_\_  
Phone \_\_\_\_\_ Extension \_\_\_\_\_  
Fax \_\_\_\_\_

**Second Property Information (if any)**

Property name \_\_\_\_\_  
Property address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip Code \_\_\_\_\_ E-mail \_\_\_\_\_  
Phone \_\_\_\_\_ Extension \_\_\_\_\_  
Fax \_\_\_\_\_ REMS # \_\_\_\_\_  
Section 8 # \_\_\_\_\_ FHA # \_\_\_\_\_

**Second Property Management Information (if any)**

Agency name \_\_\_\_\_  
Agency address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_  
Zip Code \_\_\_\_\_ E-mail \_\_\_\_\_  
Phone \_\_\_\_\_ Extension \_\_\_\_\_  
Fax \_\_\_\_\_

## Timeframe

For the center's START business plan, select the current fiscal year (FY) and 2 years into the future. For Neighborhood Networks, a fiscal year is the period beginning October 1 of a calendar year and ending September 30 of the following calendar year. It is referenced by the year in which the concluding date falls. For example, FY06 means the year beginning October 1, 2005, and ending September 30, 2006.

When entering the timeframe information into START you can select the timeframe from a dropdown menu.

The screenshot shows a web browser window with the URL <http://frodo.aspensys.com/NN/start.nsf/bizplan?OpenForm&PageUniqueID=5E577C80FB6269EC85256DDE004E843E&session...>. The browser's address bar and menu bar are visible. The page title is "Bessemer Neighborhood Networks Center FY: 2006 - 2008".

On the left side, there is a navigation menu for "Homes & Communities Center Profile". The menu items are:

- Introduction to the START Tool
- Starting the START Process
  - Business Plan Timeframe** (selected)
  - Your Mission Statement
  - Benefits to Stakeholders
  - Identify Community Resource\*✓
  - Staffing Resources
  - Who Are You Going to Serve?
  - Property/Center Demography\*✓
  - Identify Residents' Interests ✓
- Budgeting and Fundraising ✓
- Planning for Center Operations
- Organization and Management
- Program Planning
- Marketing and Outreach
- Business Plan Reports
- Assessment and Evaluation

The main content area is titled "Business Plan Timeframe". It contains the following text:

The timeframe for a business plan is a period of **three** consecutive fiscal years.

A fiscal year (FY) is a period beginning October 1st of a calendar year and ending September 30th of the following calendar year.

The beginning business plan fiscal year for this center is 2006.

The current fiscal year timeframe for this business plan is fiscal years **2006 to 2008**.

To create a new business plan for another fiscal year, please choose a fiscal year from the list below and then click the "SAVE" button.

Below the text is a dropdown menu with a downward arrow.

At the bottom of the main content area, there are four buttons: **PREVIOUS**, **NEXT**, **SAVE**, and **PRINT**.

The Windows taskbar at the bottom shows the Start button, several open applications (Inbox - M..., Microsoft..., http://fr..., frodo to ...), and the system clock showing 11:03 AM on 5/9.

## Your Mission Statement

A mission statement tells the world what an organization does, who it serves, and why it exists.

**Example:** To increase job opportunities for the residents of the Evergreen Terrace community by providing reliable access to computer technology and training.

**Action:** Draft a proposed mission statement for the center. As you work through the START process, feel free to modify it.

Enter your mission statement here.

## Benefits to Stakeholders

Stakeholders are the people and organizations that have a vested interest in a center. Residents have an interest in the success of a center because they should benefit from the services it provides. The community might have a vested interest in the center because it improves the employment skills of the residents.

Look back at page 11. Who did you identify as stakeholders in your center?

**Action:** What benefits does the center bring to these stakeholders?

☐ **Owner/Property Manager/Center Staff**

☐ **Residents**

☐ **Local Community and Employers**

☐ **Other key stakeholders**

## Identify Community Resources

As you begin to think about programs for the center, it is essential to collect data that addresses:

- ☐ Community assets.
- ☐ Community resources.

### Community Assets

Often, the most overlooked partners are in our back yard. If possible, draw a circle on a map around the neighborhood where the center is located. Within that circle are businesses, organizations, schools, and other potential stakeholders. Use the table below to list those entities and then brainstorm about what assets they might offer the center.

Think about institutions and resources in the following categories:

Institutions	Resources
<ul style="list-style-type: none"><li><input type="checkbox"/> Schools.</li><li><input type="checkbox"/> Colleges.</li><li><input type="checkbox"/> Libraries.</li><li><input type="checkbox"/> Local businesses and corporations.</li><li><input type="checkbox"/> Government agencies.</li><li><input type="checkbox"/> Religious institutions.</li><li><input type="checkbox"/> Community-based organizations.</li><li><input type="checkbox"/> Television and radio stations.</li><li><input type="checkbox"/> Police.</li><li><input type="checkbox"/> Hospitals.</li><li><input type="checkbox"/> Public housing authorities.</li><li><input type="checkbox"/> Property owners and managers.</li><li><input type="checkbox"/> Nonprofit organizations.</li><li><input type="checkbox"/> National Neighborhood Networks partners.</li><li><input type="checkbox"/> Others.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Experts.</li><li><input type="checkbox"/> Programs.</li><li><input type="checkbox"/> Space and facilities.</li><li><input type="checkbox"/> Equipment.</li><li><input type="checkbox"/> Job opportunities.</li><li><input type="checkbox"/> Funding sources.</li><li><input type="checkbox"/> Others.</li></ul>

## Identify Community Resources

**Action:** Brainstorm! List all community institutions and resources that are potential partners in the chart below. This list will help you to identify a broad range of potential partners, and later, in section 7 of this workbook, you will make more specific selections.

Name of Institution	Type	Potential Resources
<b>Example:</b> Acker Elementary	School	Programs, experts, space

**User Tip:** When using the online tool to input community resource information, you must be sure to click the *Click to Add an Institution* link at the bottom of the Identify Community Resources screen. Subsequently, the screen below will pop up and you will be asked to input the appropriate information. You must save your information each time a new institution is added; you may, however, revise this information once it has been saved by clicking on the corresponding institution link, modifying it, and resaving it.

Name of an Institution in Your Community
Type of Institution
Resource

Save Close

## Staffing Resources

Now that community assets have been identified, it is time to consider staffing needs.

**When thinking about staffing, ask yourself the following questions:**

- ☐ How many staff members will the center need?
- ☐ Will the center need administrative and computer support staff and a center director?
- ☐ Will the center draw volunteers from agencies, schools, or the community?

**Action:** Use the chart below to list all employees and volunteers who will be involved in the center. If you are at an existing center, enter the current staff roster. If you are creating a new center, enter the staff you will need to open and operate in the first year.

Staff Name*	Staff Title	Paid or Volunteer?

\*If you do not have names for staff members, input temporary names (such as manager1 and manager2) as placeholders.

**User Tip:** When using the online tool to input community resource information, be sure to click the *Click to Add a Staff Member* link at the bottom of the Staffing Resources page. The screen below will subsequently pop up and you will be asked to input the appropriate information. You must save your information each time a staffer is added; you may, however, revise this information once it has been saved by clicking on the corresponding staffer link, modifying it, and resaving it.

Save Close

Title  
(select from list)

Staff Name

Paid or  
Volunteer?  
(select from list)

☐ Paid ☐ Volunteer

## Who Are You Going to Serve?

START will serve as a collection point for property and center user demographics and will also automatically calculate percentage of total for you.

This information can help you determine which residents you are currently reaching with center programs and which residents you may need to work harder to attract to the center.

Based on the goals, activities, and outcomes you have established for the center, this information can serve as guidelines for your next steps.

The Neighborhood Networks center will serve one or both of the following groups:

- ☐ HUD property residents.
- ☐ The extended community.

### Property/Center Demographics

To determine the demographic makeup of the property and potential or current center users, fill in the totals for each category. Percentages will automatically calculate. If you are unable to collect some of this information, leave it blank.

Property Demographics	Response
Number of residents on property	
Number of units on property	
Number of households on property	
Number of Section 8 units	
Number of center participants	
Date data was collected	

Resident Overview	Number of Residents	Number of Center Users
<b>Age (years)</b>		
Children ages 0–12		
Youth ages 13–17		
Adults ages 18–64		
Seniors ages 65+		
<b>Race/Ethnicity</b>		
American Indian or Alaska Native		
Asian or Pacific Islander		
Black/African American		
Hispanic		
White		
Multicultural		

<b>Gender</b>		
Female		
Male		

### Property/Center Demographics

<b>Resident Characteristics</b>	<b>Number of Residents</b>	<b>Number of Center Users</b>
<b>General characteristics</b>		
Number of residents who need English as a second language (ESL) classes		
Single-parent household—female head of household		
Single-parent household—male head of household		
<b>Residents with disabilities</b>		
Physical		
Mental		
Other		
<b>Education</b>		
Some high school		
High school graduate or GED		
Associates		
Bachelors		
Masters		
Doctorate		
<b>Computer literacy</b>		
Minimal		
Average		
Above average		
<b>Employment status</b>		
Employed full-time		
Employed part-time		
Unemployed		
Public assistance recipients		

## Identify Residents' Interests

The final step in this section is to collect data on the interests and needs of the population the center hopes to serve. This is critical before moving forward to Section 6: Program Planning.

**A center's success depends on how well it meets the interests and needs of residents and others who use the center.**

**Action:** Distribute the form on the following page to all residents of the property. Encourage as many residents as possible to return them so that the final tally is reflective of residents' interests and needs.

**START will help tally the results of this survey and help center operators create appropriate programs in section 6.**

## Resident Survey

The Neighborhood Networks center's goals are to provide programs that serve residents. This survey will help center operators to better understand the interests and needs of residents. Please indicate interest by checking the box next to the topic. Thank you.

Job-skills training/employment	
Job-readiness training	
Job-retention services	
Job posting, search, or placement services	
Introduction to/familiarization with computers	
Internet access and access to local services	
Economic development (microenterprises, small business development)	
Telecommuting and remote job access training	
Children's education programs (ages 0–12 years)	
Youth education programs (ages 13–17 years)	
Adult basic education/literacy	
English as a second language (ESL) programs	
GED/high school equivalency certificate programs	
Adult continuing education programs	
Family education programs	
Children's activities (ages 0–12 years)	
Youth activities (ages 13–17 years)	
Adult activities (ages 18–64 years)	
Senior services (ages 65+ years)	
Childcare	
Healthcare	
Personal financial management counseling	
Other	

## **Section 3: Budgeting and Fundraising**

### **Section Overview**

Now that stakeholders, benefits, community and staffing resources, and demographics have been determined, it is time to obtain the programs and resources necessary to make the center successful.

This section focuses on calculating the costs of starting and supporting a center and developing operating budgets for the first 3 years. Then START will focus on the funding sources. This section will enable START users:

- ❑ To develop expense budgets for the center's startup and operational budgets for years 1, 2, and 3.
- ❑ To review potential sources of funding and build a revenue budget for the center's startup and operational budgets for years 1, 2, and 3.
- ❑ To develop goals, activities, and outcomes for a center fundraising plan.

# Budgeting

Funding and other resources will determine the types of center programs and services offered.

There are two types of budgets: startup and operating. Each type of budget estimates both income and expenses.

Budget Type	Expenses
A <b>startup budget</b> details the one-time costs of setting up the Neighborhood Networks center and the sources of funds that will be used to cover these costs.	Capital expenses and one-time expenditures, such as renovations to the space, purchase of office equipment and furniture, and deposits for utilities, including electricity, heat, and phone.
An <b>operating budget</b> details the ongoing costs of operating the Neighborhood Networks center and the sources of funds that will likely be used to meet these costs over a 3-year period.	Expenses that will continue for the life of the Neighborhood Networks center, such as salaries and benefits, professional fees, space and utilities, equipment maintenance and replacement, software and computer supplies, promotion and outreach expenses, telecommunications costs, educational materials, and miscellaneous other expenses.

Budgeting requires two types of estimates:

- ❑ Estimates of the startup costs and operating expenses of the center.
- ❑ Estimates of the potential sources of funding (for example, user fees, foundation grants, business development, in-kind donations).

The next few pages of this workbook will help you document the data needed to prepare a complete budget for the center.

## Expense Budgeting Worksheet

This worksheet is designed to help START users think about the costs the center might incur. Not every category will apply to every center. Use those categories that are best suited to your center. For large items, such as equipment, it would be wise to obtain more than one local bid before finalizing the budget.

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
<b>Center staffing</b>				
Staff 1				
Staff 2				
Staff 3				
Staff 4				
Staff 5				
Other				
Subtotal				
<b>Space needs and utilization</b>				
Rent				
Heat, ventilation, air conditioning				
Partition walls				
Installation of closets/secure space				
Expansion of power capacity				
Installation of electrical outlets				
Installation of overhead lights				
Other				
Subtotal				
<b>Security</b>				
Deadbolts, locks for windows				
Locks and cables to secure equipment to tables				
Locks to secure filing cabinets				
Locks to secure closets				
Engraving pen to identify equipment				
Alarm system				
Installation of alarm system				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Security cameras				
Installation of security cameras				
Security guard				
Other				
<b>Subtotal</b>				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
<b>Equipment and hardware</b>				
Computers, including monitor, keyboard, and mouse (refer to projections in section 5)				
Printer				
Modem				
Computer cable				
Computer wires				
Extension cords				
Surge protectors				
Network wiring/hubs				
Router				
Additional warranties				
Service contract				
Networking hardware				
Telephones				
Telephone installation				
Photocopier				
Fax machine				
Other				
<b>Subtotal</b>				
<b>Standard software programs</b>				
Word processing				
Spreadsheets				
Graphics				
Databases				
Antivirus program				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Networking operation				
Other				
<b>Subtotal</b>				
<b>Furniture</b>				
Computer tables				
Sign-in table				
Work tables, desks				
Chairs for desks, computers, tables				
Lighting				
Bulletin boards				
Coat racks				
Filing cabinets				
Antistatic floor covering				
Carpet				
Center sign				
Other				
<b>Subtotal</b>				
<b>Program costs and materials</b>				
Adult education				
Afterschool activities				
Job training				
Services for seniors				
Other				
<b>Subtotal</b>				
<b>Program marketing</b>				
Printed materials				
Advertising				
Other				
<b>Subtotal</b>				
<b>Office supplies</b>				
Paper				
Pens, pencils, crayons, markers				
Printer toner				
First-aid kit				
Soap				

Expenses	Startup	Year 1	Year 2	Year 3
	\$	\$	\$	\$
Paper towels				
Other				
<b>Subtotal</b>				
<b>Other expenses</b>				
<b>Subtotal</b>				
<b>TOTAL</b>				

## Center Funding

A Neighborhood Networks center can be funded in various ways. Some sources are listed below.

### HUD Funding

- ❑ **Residual receipts account.** Funds from the residual receipts account may be usable to fund a center to the extent that HUD determines that these funds are not required to maintain the habitability of units or to meet other building needs.
- ❑ **Owner's equity.** The owner of limited-distribution property can increase the amount of the initial equity investment (and, in turn, the yield on distribution) by investing nonrepayable funds in the center. A rent increase, however, will not be approved to provide for additional yield.
- ❑ **Funds borrowed from the reserve for replacement account.** Funds from the reserve for replacement account may be usable to fund a center to the extent that HUD determines that these funds are not required to meet anticipated repair and replacement needs of the property.

If this source of funding is selected, then a scheduled repayment plan also must be submitted, illustrating how the reserve for replacement account will be replenished consistent with future replacement needs that have been identified.

- ❑ **Rent increase.** The owner of a property where rents are set under the budgeted rent increase process may request an increase to cover the costs of a center. These increases may be approved at HUD's discretion.
- ❑ **Requesting a special rent adjustment.** Under certain conditions established by HUD (see reference materials), the maximum monthly rent for units under a Section 8 contract may be increased to meet the costs incurred by the center.
- ❑ **Excess income.** For properties that generate excess income, HUD Notice 00-17 creates the ability to retain excess income to assist in the support and development of a Neighborhood Networks center.

# Center Funding

## Private and Corporate Contributions

Private contributors usually include individual donors, some of whom may wish to remain anonymous. Corporations and community foundations may provide funding for operating and program/project support. Foundations customarily have one or more priority giving areas that support particular types of populations or programs.

## User Fees

Additional funding can be generated by charging a reasonable user fee.

- ❑ **Membership fees.** Memberships to residents at individual and family rates can be offered. Residents could be offered the option of paying the membership fee on an annual basis or on a per visit basis. The fees should be reasonable and affordable, equivalent to a round-trip bus fare or subway fare. For example, for a 6-month membership, the Harlem Community Computer Center charges individuals \$30, families (up to five people) \$35, and seniors and children \$15.
- ❑ **Class fees.** Class fees could be levied on attendees. In addition, if neighborhood institutions use the center to conduct classes for their own members, they can be charged a fee for the use of the center.
- ❑ **Public access fees.** Visitors can be asked to make a contribution to the center. However, no one should be denied access because they have not made a contribution.

## Business Development

A variety of licensed business activities that generate income could be conducted at the center, allowing them to become profit centers. Business development includes outsourcing, small-business support, self-employment, and entrepreneurship. If the center has a role in training individuals to become successful in business, or if the center is used for certain business activities, it might be appropriate that a system of profit sharing be developed.

# Center Funding

## Fundraising Events

Fundraising can be a source of revenue for a center. Fundraising also generates community support for the center. Creativity is key to a successful fundraiser. Although one type of event may be extremely successful for certain organizations, it may not be as successful for another one.

The following is a partial listing of some types of fundraising events a center might sponsor:

- ❑ **Annual events** can become a tradition with a bike trip or walk-a-thon for which people collect pledges.
- ❑ **Auctions** can generate funds using items donated by partners and the community.
- ❑ **Cosponsor** an event with other organizations or seek sponsorship from Neighborhood Networks partners.
- ❑ **Events, festivals, or fairs** can be used to solicit donations and distribute information.

## In-Kind Contributions

In-kind contributions are donations given in lieu of money. Most in-kind contributions must be solicited, often requiring a formal request. Examples of in-kind contributions include:

- ❑ Hardware.
- ❑ Software.
- ❑ Space.
- ❑ Volunteer supervisors and teachers.
- ❑ Clerical assistance.
- ❑ Accounting services.

## Sources of Funding Worksheet

Once the potential sources of funding have been determined, they should be entered in the worksheet below. START will calculate a center's deficit or surplus based on proposed sources and uses of funds.

Sources of Funding	Startup Funds	Year 1	Year 2	Year 3
<b>Project funds from HUD</b>	\$	\$	\$	\$
<input type="checkbox"/> Residual Receipts Account				
<input type="checkbox"/> Funds borrowed from the Reserve for Replacement Account				
<input type="checkbox"/> Excess income				
<input type="checkbox"/> Rent increase				
<input type="checkbox"/> Request for special rent adjustment				
<input type="checkbox"/> Owner's equity				
Subtotal of project funds from HUD				
<b>Other HUD funding</b>				
Subtotal of HUD funds				
<b>Project funds from other sources</b>				
<input type="checkbox"/> Other government grants (federal, state, local)				
<input type="checkbox"/> Foundation grants				
<input type="checkbox"/> Individual donations				
<input type="checkbox"/> Corporate contributions				
<input type="checkbox"/> Fundraising events (annual events, auctions, drawings/raffles)				
<input type="checkbox"/> User fees (membership fees, class fees, public access fees)				
<input type="checkbox"/> Business development profits				
<input type="checkbox"/> In-kind donations				
<input type="checkbox"/> Other				
Subtotal of all other funding sources				
<b>Total estimated revenue funds (sources)</b>				
<b>Total budget expenses (uses)</b>				
<b>Deficit or surplus</b>				

Note: If there is a deficit, look carefully at the itemized expenses and think about additional items that can be donated.

# Fundraising Goals

**In this section, fundraising goals, activities, and outcomes will be established.**

Now that you have determined the level of funding that is needed, the funding itself must be obtained. Take a look at the goals and think about how to evaluate whether you can attain them. Always try to set goals that are measurable.

## **Example of a fundraising goal:**

- ☐ Raise sufficient funds to be able to begin initial center programming.

## **Example of a fundraising activity:**

- ☐ Using prospective funders identified in the business plan, contact them and seek financial support from each.

## **Example of a fundraising outcome:**

- ☐ Raise money to purchase 10 computers and GED software for initial center programming.

Use the chart below to enter goals, activities, and outcomes for the center's fundraising plan.

**Goal 1:** \_\_\_\_\_

<b>Activities for Goal 1:</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Staff</b>
1.			
2.			
3.			

<b>Outcomes for Goal 1:</b>
1.
2.
3.

## Fundraising Goals

**Goal 2:** \_\_\_\_\_

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

**Goal 3:** \_\_\_\_\_

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

Feel free to continue to add additional goals. Remember, each goal requires staff time to implement, so propose a reasonable number of goals.

## Section 4: Planning for Center Operations

### Section Overview

This section focuses on what is needed to open and operate a center. This section:

- ❑ Responds to questions about space and equipment requirements, and security and accessibility issues.
- ❑ Provides information for the development of an operations timeline:
  - computer equipment and supplies.
  - space requirements.
  - accessibility.
  - security.

## **Planning for Center Opening and Operations**

### **Some Questions to Consider**

#### **Computer equipment and office supplies:**

- ☐ How much space do you have for computer workstations?
- ☐ How many users do you plan to serve?
- ☐ Where can the center receive in-kind donations of computer and office equipment?

#### **Maintenance, retrofitting, and security:**

- ☐ What type of security does the center need? Security can include locks, locking cabinets, specific computer security, cameras, and, in some cases, a security guard.
- ☐ What office supplies and storage are needed? (For example, file cabinets, paper, pens, etc.)
- ☐ Does the center need construction or maintenance to be operational?

## Space Requirements

Describe the physical infrastructure and location of the center. (For example, is the center located in community space? In an offline unit? Is retrofitting of space required?)

Enter your description here.

**What is needed to make this space work?** Is construction for renovating required? If so, enter the estimated start and end dates below.

Activity	Start Date	End Date
Construction or renovation		
Other		

## Equipping Your Center

A major component of a new center is computer equipment. Equipment can be purchased, leased, or donated.

A worksheet has been provided to help identify and budget equipment needs. First, answer the following questions:

**1. How many square feet of space is available for computer workstations?**

\_\_\_\_\_square feet

**2. How many computers can the center support? A rule of thumb is that each computer needs approximately 20 square feet.**

\_\_\_\_\_computers (START will calculate this value)

**3. How many computers are needed for the program?**

\_\_\_\_\_computers

**4. How many computers are available?**

\_\_\_\_\_computers

**5. What is the minimum number of computers required for startup?**

\_\_\_\_\_computers

When you determine how much money is needed, consider how many residents are expected to be served and how many users the center hopes to serve. Also consider the peak use of the center. If there will be up to 30 residents in the center at one time, enough equipment must be available.

**Describe the plan for obtaining additional computers and equipment.**

--

## Equipping Your Center

Based on the previous information, consider the following activities and the dates they might be accomplished:

Activity	Start Date	End Date
Obtain equipment		
Test equipment		

## Security Plan

### Does the center have a security plan?

- ☐ Yes
- ☐ No
- ☐ N/A\*

If no, when will a security plan be developed? \_\_\_\_\_(date)

When will a security plan be in place? \_\_\_\_\_(date)

# Accessibility Plan

### Is there a plan to ensure access for people with disabilities?

- ☐ Yes
- ☐ No

If no, when will an accessibility plan be developed? \_\_\_\_\_(date)

When will the center be accessible to people with disabilities? \_\_\_\_\_(date)

**Describe the plan to provide access to the center, equipment, and programs to people with disabilities.** Indicate elements of an accessibility plan. These may include wheelchair access, voice-recognition and screen-reader software, location of services, and other considerations.

--

\*Not all centers will consider all items applicable to their situations. N/A is designed to be used when a center does not plan to develop the item or does not feel it fits its situation.

## Center Operations Timeline

Based on the data entered in this section, START will generate a center operations timeline. Below are a few additional pieces of information that must be entered into this timeline.

Activity	Start Date	End Date
Staffing of center (hiring and training)		
Grand opening of center		
Training programs and classes to begin		

## Section 5: Organization and Management

### Section Overview

This section focuses on the governance structure of a center. This information is important to funders and prospective partners that want to know the center's ability to manage funds and develop programs. This section will help you:

- ❑ Learn about management structure, including the roles of residents, an advisory board/board of directors, and organizations with as 501(c)(3) designation.
- ❑ Develop a timeframe for establishing an accounting infrastructure.
- ❑ Develop a timeframe for creating personnel policies and procedures.
- ❑ Set goals, activities, and outcomes for the organization and management of the center.

## Management Timeline

This section is designed to help a center plan some essential components of its organizational and management structure. This is critical in several areas. First and foremost, a center's organization and management affect its ability to attract funding. Factors such as a sound accounting system and 501(c)(3) designation will often determine if a funder is willing to commit resources. Second, organization and management influence the center's effectiveness with respect to resident empowerment.

The way a governance structure is established, and the role residents have in the decisionmaking process, will determine the level of target population empowerment and self-direction.

**Action:** Think about the responses to the questions below. Fill in answers if you have them.

### 1. Do you have a residents committee?<sup>1</sup>

- ☐ Yes
- ☐ No
- ☐ N/A\*

If no, when do you plan to create one? \_\_\_\_\_ (date)

<sup>1</sup>A residents committee is made up of people in the community who both live in the community and will participate in the center. Their role is important because their perspective ensures that the center meets the needs of the residents. The residents committee can propose ideas to the center director for review and consideration. The voting power of the residents committee will vary from center to center.

### 2. Do you have an advisory board or a board of directors?

- ☐ Yes
- ☐ No
- ☐ N/A\*

If no, when will the board be established? \_\_\_\_\_ (date)

### 3. Does the organization have bylaws?<sup>2</sup>

- ☐ Yes
- ☐ No
- ☐ N/A\*

If no, when will the bylaws be adopted? \_\_\_\_\_ (date)

<sup>2</sup>Bylaws are rules that govern the internal operations of a group or committee.

---

\*Not all centers will consider each item applicable to their situation. N/A is designed to be used when a center does not plan to develop the item or does not feel it fits its situation.

**4. If the center is designated as a 501(c)(3) organization, fundraising can be conducted. Is the center designated as a 501(c)(3) organization?**

- ☐ Yes
- ☐ No
- ☐ N/A\*

If no, do you plan to apply for this status? \_\_\_\_\_(date)

**5. Is there an accounting system in place to track funds received and spent?**

- ☐ Yes
- ☐ No
- ☐ N/A\*

If no, when do you propose to have a system in place? \_\_\_\_\_(date)

**6. Does the organization have personnel policies and procedures in effect, and does it:**

Offer employee benefits?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A*	If no, target date: _____
Have a personnel manual?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A*	If no, target date: _____
Have a staff training plan?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A*	If no, target date: _____
Have staff performance evaluations?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A*	If no, target date: _____

---

\*Not all centers will consider all items applicable to their situation. N/A is designed to be used when a center does not plan to develop the item or does not feel it fits its situation.

## Organizational Goals

In this section, goals, activities, and outcomes for organizational structure will be established.

Consider how the organizational structure of the center will contribute to its success. Take a look at the goals and think about how they will be evaluated. Try to set goals that can be measured.

### Example of an organizational goal:

- ☐ Create an environment that continually evaluates residents' needs and interests and adjusts center programming accordingly.

### Example of an organizational activity:

- ☐ Implement feedback activities, such as conducting focus groups and placing suggestion boxes throughout the center.

### Example of an organizational outcome:

- ☐ Twenty residents will participate in the planning, operation, and management of the center.

Use the chart below to enter goals, activities, and outcomes for the center's organizational structure.

**Goal 1:** \_\_\_\_\_

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

## Organizational Goals Goals, Activities, and Outcomes

**Goal 2:** \_\_\_\_\_

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

**Goal 3:** \_\_\_\_\_

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

Feel free to add additional goals. Remember, each goal requires staff time to implement, so propose a reasonable number of goals.

## Management and Governance

It is important to have management and governance systems that support the center.

**Management Infrastructure.** Describe the center's management team. More specifically: How is the center run? Who is responsible for which tasks? How are the responsibilities divided among supervisors? How do managers coordinate their efforts?

Enter your description here.

**Governance Structure.** What group or groups are involved in providing input and overseeing the center's activities (for example, board of directors, residents groups, an advisory committee, etc.)? The number of people involved depends on the needs of the center. Consider having people from diverse groups (residents, business, educators, and other professionals) provide advice.

Enter your governance structure here.

## **Section 6: Program Planning**

### **Section Overview**

Program planning can begin when data has been collected. The data collected in the center's resident survey will help you complete this section. With this information you will be able to:

- ☐ Select programs to be offered.
- ☐ Develop targets for standard annual outcomes that can be measured and evaluated.
- ☐ Develop customized goals, activities, and outcomes.
- ☐ Develop a program calendar.

## Program Planning

Information from the Resident Survey (found in section 2, page 22) will help center staff gather the information necessary to create appropriate programs.

START will:

**STEP 1:** Ask you to survey residents.

**STEP 2:** Tally the results of those surveys.

**STEP 3:** Recommend programming based on the results of the survey.

START's results are recommendations. The process is designed to help align center programming as closely as possible with the interests and needs of center users.

### Resident Survey Summary

Total the results of the completed surveys. Record the total number of marks for each type of training or program.

After you enter the number of responses for each type of training or program, the system will calculate whether resident interest for each program area is high, medium, or low. The results of this calculation will appear on the next page, the beginning of the Program Planning section.

How many people completed the resident survey? \_\_\_\_\_

Enter the results of the resident survey here.

Type of Training or Program	Total Interest
Job-skills training/employment	
Job-readiness training	
Job-retention services	
Job posting, search, or placement services	
Introduction to and familiarization with computers	
Internet access and access to local services	
Economic development (microenterprises, small-business development)	
Telecommuting and remote job access training	
Children's education programs (ages 0–12 years)	
Youth education programs (ages 13–17 years)	
Adult basic education/literacy	
English as a second language (ESL) programs	
GED/high school equivalency certificate programs	
Adult continuing education programs	
Family education programs	

Children's activities (ages 0–12 years)	
Youth activities (ages 13–17 years)	
Adult activities (ages 18–64)	
Senior services (ages 65+)	
Childcare	
Healthcare	
Personal financial management counseling	
Other (specify)	

## Designing the Right Program for Your Center

The purpose of collecting the data on residents' interests is to help you make well-informed decisions about center programs.

### Summarizing Survey of Residents' Interests

How did the residents rank their interest for each program activity? When you key the chart on the previous page into the computer, the computer will automatically generate the level of resident interest in each type of training or program.

High = 75 percent or more of the respondents said yes

Medium = 50–75 percent said yes

Low = less than 50 percent said yes

For now, fill in the chart below with the programs your center does provide. Later, when you key into the computer your preferences for providing programs, you will see where the interest is strong and will be able to add some programs you want to plan to provide.

Consider the following:

- What programs will or does your center offer?
- How does this compare with what residents say they want?
- Have residents ranked anything high that you are not offering or do not plan to offer?
- Are you offering any programs that residents ranked low? If so, you may want to consider modifying your approach.

Type of Training or Program	Do you offer or plan to offer these programs at the center? Yes/No
Job-skills training/employment	
Job-readiness training	
Job-retention services	
Job posting, search or placement services	
Introduction to and familiarization with computers	
Internet access and access to local services	
Economic development (microenterprises, small business development)	
Telecommuting and remote job access training	
Children's education programs (ages 0–12 years)	
Youth education programs (ages 13–17 years)	
Adult basic education/literacy	
English as a second language (ESL) programs	
GED/high school equivalency certificate programs	
Adult continuing education programs	
Family education programs	
Children's activities (ages 0–12 years)	
Youth activities (ages 13–17 years)	
Adult activities (ages 18–64)	

Senior services (ages 65+)	
Childcare	
Healthcare	
Personal financial management counseling	
Other: antidrug education	

# Annual Program Objectives

Fill in the blanks below for each year there are outcomes. Some of these outcomes will relate to the ongoing work a center is doing. **Enter data only for outcomes that relate to the center's established programs.**

Enter the calendar year for the center's annual goal.

Year: \_\_\_\_\_

## Objectives

## # Participants

Number of adults the center will serve

\_\_\_\_\_

Number of children the center will serve

\_\_\_\_\_

## Familiarization with computers

### Provide computer courses for

### Introductory

### Intermediate

### Advanced

Children

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Youth

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Adults

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Seniors

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Job-skills training/employment

Provide individuals with an opportunity to improve their quality of life by participating in job training and placement

\_\_\_\_\_

Provide job-readiness training

\_\_\_\_\_

## Track the number of individuals who retain jobs

3–12 months

\_\_\_\_\_

12+ months

\_\_\_\_\_

## Provide individuals with opportunities to improve their quality of life and track participation in the following programs

GED preparation classes

\_\_\_\_\_

ESL classes

\_\_\_\_\_

Literacy programs

\_\_\_\_\_

Adult basic education

\_\_\_\_\_

**Provide children and youth with opportunities to improve their quality of life through participation in**

Structured afterschool program \_\_\_\_\_

Onsite childcare programs \_\_\_\_\_

Subsidized childcare onsite or in the community \_\_\_\_\_

## Provide individuals with opportunities to develop

Telecommuter centers \_\_\_\_\_

Small businesses or microenterprises \_\_\_\_\_

Youth-based businesses \_\_\_\_\_

**Provide individuals with an opportunity to improve their quality of life through**

	Families	Seniors
Onsite health-related education and resources	_____	_____
Improved access to health-related education and resources	_____	_____

## Other objectives?

[illegible]

## Goals, Activities, and Outcomes

Throughout START, there are opportunities to create goals, activities, and outcomes that are unique to a center.

### Explanation of Terms

**Goals** set a clear direction for action and set program priorities. Goals answer the question: What does the center want to achieve?

**Activities** are specific tasks required to meet the goals. Activities answer the question: What does the center need to do to achieve the goal?

**Outcomes** are the results of activities. Outcomes can be measurable results or positive differences that can be made in the lives of people and community.

**Measurable results** are anything that can be counted, such as:

- ❑ People (class participants, GED graduates, residents who interview for jobs, residents who gain employment).
- ❑ Activities (course offerings, regular meetings) or materials (brochures, manuals, curriculum).

Other outcomes are the positive differences that can be made in the lives of people and in the community—educating people, bringing families together, improving the community, or changing behavior. Outcomes are the effects the center’s services have on clients, program participants, funders, the community, and partners.

### Goals, Activities, and Outcomes

Now you will establish goals, activities, and outcomes for your programs.

Take a look at the goals and think about how you will evaluate whether or not you have attained them. Try to set measurable goals.

**Example:**

**Goal:** Develop and schedule computer-learning and crafts classes

**Goal:** To reach all unemployed residents.

Activities	Start date	End date	Person responsible
Offer “About your Center” conferences.	04/04/2005	04/03/2006	Administrator
Offer daily computer basics training.	04/04/2005	04/03/2006	Director
Offer job-search skills training	04/04/2005	04/03/2006	Partner
<b>Outcome</b>	<b>Outcome progress</b>		
100 percent of unemployed residents have used the center at least once.	50 percent have used center to date.		

You do not need to have more than three activities to support each goal. As a matter of fact, if you have more than three activities, you may want to consider reworking your goal into two goals.

**In this section, program goals, activities, and outcomes will be established.**

Take a look at the goals and think about how you will evaluate whether you have attained them. Try to set goals that can be measured.

**Example of a program goal:**

- ❑ Increase the residents’ ability to gain employment and become more self-reliant.

**Examples of activities:**

- ❑ Offer programs that build on residents’ skills (assets) and respond to employment opportunities.
- ❑ Offer career placement and ongoing support during the early months of employment.

**Example of an outcome:**

- ❑ Fifty percent of participants will become employed within the first year of a center’s operation; 30 percent of those who become employed will hold these jobs for 1 year.

Use the chart below to enter program goals, activities, and outcomes.

**Goal 1:** \_\_\_\_\_

<b>Activities for Goal 1:</b>	<b>Start Date</b>	<b>End Date</b>	<b>Responsible Staff</b>
1.			
2.			
3.			

<b>Outcomes for Goal 1:</b>
1.
2.
3.

## Goals, Activities, and Outcomes Program Planning

**Goal 2:** \_\_\_\_\_

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

**Goal 3:** \_\_\_\_\_

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

Feel free to continue to add additional goals. Remember, each goal requires staff time to implement, so propose a reasonable number of goals.

The pop-up window allows you to enter information and click **Save** and **Close**. To edit pre-existing information, click on the link associated with the information, update the data, and click **Save** and **Close** to save the new information. Throughout START, you have the option to click on links that lead to additional information via pop-up boxes. For instance, if you click on **Example** at the top of this screen, you will get a pop-up box that provides definitions of the terms *goals*, *activities*, and *outcomes*.

The screenshot shows a web browser window with a pop-up titled "Goal, Activity, Outcome - Microsoft Internet Explorer". The pop-up contains a form for managing goals, activities, and outcomes. The form is divided into sections for Goal, Activity, and Outcome. The "Goal" section has a "Goal Name" field and an "Apply To" section with radio buttons for "Ongoing", "Year 1", "Year 2", and "Year 3". The "Activity" section has an "Activity" field and "Start Date" and "End Date" fields with calendar icons. The "Outcome" section has an "Outcome Name" field and an "Outcome Progress" field. The "Person Responsible" field is shared across the sections and is currently set to "Ling Chi/Technical Support Staff".

Below the form, there are links for "Save", "Close", and "Example". The "Example" link is highlighted.

The main window is titled "Homes & Communities Center Profile" and contains a sidebar with navigation links. The sidebar includes links for "Introduction to the START Tool", "Starting the START Process", "Budgeting and Fundraising", "Planning for Center Operations", "Organization and Management", "Program Planning", "Marketing and Outreach", "Business Plan Reports", and "Assessment and Evaluation". The "Organization and Management" link is currently selected.

## Program Calendar

The final step in program planning is to establish the times and dates for specific classes and programs. Remember, these programs/classes/events should relate to the program planning conducted earlier in this section, the goals of the center, and the anticipated outcomes. Use of the program calendar is optional.

START's calendar feature allows the user to enter the dates the programs/classes/events will occur and to print them out. The following information is needed to complete the calendar:

Name of Program/Event/Class	Date and Time of First Occurrence	Is the program recurring? If yes:
		<input type="checkbox"/> Daily (for the next ____ days) <input type="checkbox"/> Weekly (for the next ____ weeks)
		<input type="checkbox"/> Daily (for the next ____ days) <input type="checkbox"/> Weekly (for the next ____ weeks)
		<input type="checkbox"/> Daily (for the next ____ days) <input type="checkbox"/> Weekly (for the next ____ weeks)
		<input type="checkbox"/> Daily (for the next ____ days) <input type="checkbox"/> Weekly (for the next ____ weeks)
		<input type="checkbox"/> Daily (for the next ____ days) <input type="checkbox"/> Weekly (for the next ____ weeks)
		<input type="checkbox"/> Daily (for the next ____ days) <input type="checkbox"/> Weekly (for the next ____ weeks)

## Section 7: Marketing and Outreach

### Section Overview

Now that program planning is complete, it is time to decide how to market the center, both internally (to potential users of the center) and externally (to potential partners). Data collected in section 2, as well as the programming decisions made in section 6, will be helpful in making these marketing decisions. This section will help you:

- ❑ Develop an internal marketing plan that targets potential users of the center.
- ❑ Develop an external marketing plan that targets potential partners and the larger community.
- ❑ Create a narrowed list of potential partners who can help meet programming needs (using the community asset inventory in section 2).
- ❑ Implement an action plan to reach those partners who can best help the center meet its goals.

## Internal Marketing Plan

**In this section, goals, activities, and outcomes for an internal marketing plan will be established.**

To market a Neighborhood Networks center to potential users, examine goals and evaluate whether they are achievable. Try to set goals that can be measured.

### **Example of an internal marketing goal:**

- ☐ Promote the center to the residents as a great community resource that can help them achieve their personal goals.

### **Example of an internal marketing activity:**

- ☐ Involve as many residents as possible in the design and delivery of programs and services to ensure maximum satisfaction.

### **Example of an internal marketing outcome:**

- ☐ Ten percent of the residents will be involved in planning and/or delivering center programs.

Use the chart below to enter goals, activities, and outcomes for internal marketing.

**Goal 1:** \_\_\_\_\_

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

## Internal Marketing Plan Goals, Activities, and Outcomes

**Goal 2:** \_\_\_\_\_

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

**Goal 3:** \_\_\_\_\_

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

Feel free to add additional goals. Remember, each goal requires staff time to implement, so propose a reasonable number of goals.

## External Marketing Plan

**In this section, goals, activities, and outcomes for an external marketing plan will be established.**

Take a look at the goals and think about how they will eventually be evaluated. Try to set goals that can be measured.

### **Example of an external marketing goal:**

- ☐ Identify corporate and other national partners who will support the center with volunteers, cash, and equipment donations ensuring maximum participation in the center's program.

### **Example of an external marketing activity:**

- ☐ Build relationships with local police and fire departments, schools, banks, churches, synagogues, libraries, and local businesses.

### **Example of an external marketing outcome:**

- ☐ The center will establish linkages with three social service organizations, two community-based organizations, and two faith-based organizations.

Use the chart below to enter goals, activities, and outcomes for the center's external marketing.

**Goal 1:** \_\_\_\_\_

Activities for Goal 1:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 1:
1.
2.
3.

## External Marketing Goals, Activities, and Outcomes

Goal 2: \_\_\_\_\_

Activities for Goal 2:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 2:
1.
2.
3.

Goal 3: \_\_\_\_\_

Activities for Goal 3:	Start Date	End Date	Responsible Staff
1.			
2.			
3.			

Outcomes for Goal 3:
1.
2.
3.

Feel free to add additional goals. Remember, each goal requires staff time to implement, so propose a reasonable number of goals.

## National Partnership Resource and Local Partnership Profile

Pause and review the Neighborhood Networks National Partners section on the NN Web site for information about pilot projects that may provide resources to your center. START will help you to determine which local potential partners you should pursue.

### Partnership Profile Form

The first tool in this section is the Partnership Profile Form. This tool will store essential data about the potential partners identified in section 2 (page 19). For each partner, the following information is needed:

Name of Institution	Current (or proposed) Contact Name	Phone	Address	City, State, and Zip Code

**Remember: Enter contact information only for potential partners identified in section 2 (see page 19).**

## Partnership Tracking Log

Once a partnership profile for a potential partner has been entered, information can be entered in the Partnership Tracking Log.

The log will be a useful way to track contacts and commitments. It is a good reminder to maintain communications with a potential partner.

Typical actions might be:

**Step 1:** Letter of introduction sent.

**Step 2:** Followup call made.

**Step 3:** Initial meeting date set.

**Step 4:** Followup call made.

**Step 5:** Partnership established.

Information you will need for this log includes:

Name of Partner	Action	Date Started	Date Completed	Responsible Staff

**REMEMBER:** Enter information only for potential partners identified in section 2 (page 19) of this workbook and for whom contact information was entered in the Partnership Profile Form (see page 67).

**User Tip:** When using the online tool to input partnership profile information on the **Partnership Profile** page, you must be sure to select an appropriate partner from the drop-down box on the lower right-hand side of the screen. This list is compiled from the list of partners you previously input in section 2. After selecting the partner, the screen below will pop up and you can input the partner contact information. Remember to save the information when you are finished and continue to create partnership profiles as necessary. Any time you wish to revise the saved data, you can do so by clicking on the corresponding partnership profile link at the bottom of the Web page, modifying it, and resaving it.

Community Partner	
<a href="#">Save</a> <a href="#">Close</a> <a href="#">Delete</a>	
Name of Proposed Partner	<input type="text"/>
Type of Institution	<input type="text"/>
Resource	Experts
Current or Proposed Contact Name (if none, leave blank)	<input type="text"/>
Phone	<input type="text"/>
Address	<input type="text"/>
City	<input type="text"/>
State	AK
Zip Code	<input type="text"/>

## Funding Commitments

In the final part of this section, resources and commitments from current partners will be tracked. There will be reminders of these commitments in the budget section.

To complete this section, enter the following information:

Partner Name	Resource or Funding	In-Kind Value	Funds Donated
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$
		\$	\$

**Tip:** If a partner contributed more than one type of resource or funding, enter a funding commitment for each (do that both here and in section 2, page 19). This enables you to track contributions by resources and funding types.

## **Section 8: Business Plan Reports**

### **Section Overview**

Now that you have collected all the data and information pertaining to your Neighborhood Networks center, you can generate a business plan report that will be saved in the online tool and can be modified and updated at any time. You can also print a copy of your business plan. Go to the next page to see a blank example of the type of business plan your center will generate.

**[Name] Center**  
**Neighborhood Networks Business Plan**  
**Fiscal Years 20xx–20xx**

**CENTER PROFILE**

<b>Center Address:</b>	<b>Phone:</b>
	<b>Fax:</b>
	<b>E-mail:</b>
<b>HUD Field Office:</b>	<b>Web site:</b>

---

<b>Center Contact:</b>	<b>Phone:</b>
	<b>Fax:</b>
	<b>E-mail:</b>

---

**HUD PROPERTY INFORMATION**

<b>Name/Address:</b>	<b>Phone:</b>
	<b>Fax:</b>
	<b>E-mail:</b>

**FHA Number:**  
**Section 8 Number:**

**Property Management Agency**

**Agency Name:**

**Address:**

**City:**

**ZIP Code:**

**Phone:**

**State:**

**E-mail:**

**Fax:**

**HUD SECOND PROPERTY INFORMATION**

<b>Name/Address:</b>	<b>Phone:</b>
	<b>Fax:</b>
	<b>E-mail:</b>

**FHA Number:**  
**Section 8 Number:**

**Second Property Management Agency**

**Agency Name:**

**Address:**

**City:**

**ZIP Code:**

**Phone:**

**State:**

**E-mail:**

**Fax:**

**Section 1: Starting the START Process**

**Mission Statement**

## **Benefits to Stakeholders**

**Benefits to the Owner/Property Manager/Center Staff**

**Benefits to the Residents**

**Benefits to Local Community and Employers**

**Benefits to Other Key Stakeholders**

## **Community Resources**

<b>Name of Institution in Your Community</b>	<b>Type of Institution</b>	<b>Resource</b>

### Demographic Profile

<b>Total Number of Residents in Property:</b>		<b>Total Number of Households in Property:</b>		
<b>Total Number of Units in Property:</b>		<b>Number of Section 8 Units in Property:</b>		
<b>Number of Section 8 Units/Total Number of Units in Property:</b>				
<b>Total number of participants at the center:</b>		<b>When was this data collected?</b>		
<b>Age:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Number of children (ages 0–12 years):				
Number of youth (ages 13–17 years):				
Number of adults (ages 18–64 years):				
Number of seniors (ages 65+):				
<b>Race/Ethnicity:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
American Indian or Alaska Native:				
Asian or Pacific Islander:				
Black or African American:				
Hispanic:				
White:				
Multicultural:				
<b>Gender:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Female				
Male				
<b>ESL—Number of residents who need classes</b>				
<b>Single-parent household:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Female head of household				
Male head of household				
<b>Residents with disabilities:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Physical				
Mental				
Other				

<b>Education level:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Some high school				
High school graduate or GED				
Associate				
Bachelors				
Masters				
Doctoral				
<b>Computer literacy levels:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Minimal				
Average				
Above average				
<b>Employment status:</b>	<b>Property</b>		<b>Center</b>	
	<b># Participants</b>	<b>%</b>	<b># Participants</b>	<b>%</b>
Full-time				
Part-time				
Unemployed				
Public assistance recipients				

## Section 2: Budgeting and Fundraising

### Expenses

<b>Center Staffing</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Staff 1				
Staff 2				
Staff 3				
Staff 4				
Staff 5				
Staff training/Continuing ed.				
<b>Subtotal</b>				
<b>Space needs and utilization</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Rent				
Heat, ventilation, air conditioning				
Partition walls				
Installation of closets/secure space				
Expansion of power capacity				
Installation of electrical outlets				
Installation of overhead lights				
Other				
<b>Subtotal</b>				
<b>Security</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Deadbolts, locks for windows				
Locks and cables to secure equipment to tables				
Locks to securing filing cabinets				
Locks to secure closets				
Engraving pen to identify equipment				
Alarm system				
Installation of alarm system				
Security cameras				
Installation of security cameras				
Security guard				
Other				

<b>Subtotal</b>				
<b>Equipment and hardware</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Computers (including monitor, keyboard, and mouse) Refer to the computer calculations you did earlier.				
Printer				
Modem				
Computer cable				
Computer wires				
Extension cords				
Surge protectors				
Network wiring/hubs				
Router				
Additional warranties				
Service contract				
Networking hardware				
Telephones				
Telephone installation				
Photocopier				
Fax machine				
Other				
<b>Subtotal</b>				
<b>Standard software programs</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Word processing				
Spreadsheets				
Graphics				
Databases				
Antivirus program				
Network operating				
Other				
<b>Subtotal</b>				
<b>Furniture</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Computer tables				
Sign-in table				

Work tables, desk				
Chairs for desks, computers, tables				
Lighting				
Bulletin boards				
Coat racks				
Filing cabinets				
Antistatic floor covering				
Carpet				
Center sign				
Other				
<b>Subtotal</b>				
<b>Program costs and materials</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Adult education				
Afterschool activities				
Job training				
Services for seniors				
Other				
<b>Subtotal</b>				
<b>Program marketing</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Printed materials				
Advertising				
Other				
<b>Subtotal</b>				
<b>Office supplies</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>
Paper				
Pens, pencils, crayons, markers				
Printer toner				
First-aid kit				
Soap				
Paper towels				
Other				
<b>Subtotal</b>				
<b>Other expenses</b>	<b>Startup</b>	<b>FY2006</b>	<b>FY2007</b>	<b>FY2008</b>

<b>Subtotal</b>				
<b>TOTAL</b>				

#### Sources

Sources of funding	Startup	FY2006	FY2007	FY2008
<b>Project funds from HUD</b>				
Residual Receipts Account				
Funds borrowed from the Reserve for Replacement Account				
Excess income				
Rent increase				
Request for special rent adjustment				
Owner's equity				
<b>Subtotal of project funds from HUD</b>				
Other HUD funding				
<b>Subtotal of HUD funds</b>				
Other government grants (federal, state, local)				
Foundation grants				
Individual donations				
Corporate contributions				
Fundraising events (for example: annual events, auctions, drawings, raffles)				
User fees (membership fees, class fees, public access fees)				
Business development profits				
In-kind donations				
Other				
<b>Subtotal of all other funding sources</b>				
<b>Total estimated revenue funds (sources)</b>				
<b>Total budget expenses (uses)</b>				
<b>Deficit or surplus</b>				

### Section 3: Planning for Center Operations

Activity	Start Date	End Date
Obtain Internet connection		
Obtain equipment		
Test equipment		
Security plan drafted and security in place		
Accessibility plan drafted and center will be accessible to persons with disabilities		
Staffing of center (hired and trained)		
Grand opening of the center		
Training program and classes begin		

### Section 4: Organization and Management

Activity	In place?	If no, what is projected completion date?
Establish residents committee		
Established advisory board or a board of directors		
Develop bylaws		
Establish 501(c)(3)		
Ensure accounting system is in place		
Establish employee benefits plan		
Develop personnel manual		
Develop staff training plan		
Develop staff evaluation plan		

<b>Goal</b>	<b>Start a Residents' Committee</b>
-------------	-------------------------------------

### Section 5: Program Planning

#### Resident Needs Summary

The following Summary is based on the number of persons that completed a resident survey. The level of interest is defined as follows: Low—less than 50 percent; Medium—50 percent to 74 percent; High—75 percent or more.

Number of people who completed the resident survey: \_\_\_\_\_

Type of training or program	Level of interest	Programs offered at the center?
Job-skills training/employment		
Job-readiness training		
Job-retention services		
Job posting, search, or placement services		
Introduction to/familiarization with computers		
Internet access and access to local services		
Economic development (microenterprises, small business development)		
Telecommuting and remote job access training		
Children's education programs (ages 0–12 years)		
Youth education programs (ages 13–17 years)		
Adult basic education/literacy		
English as a second language (ESL) programs		
GED/high school equivalency certificate programs		
Adult continuing education programs		
Family education programs		
Children's activities (ages 0–12 years)		
Youth activities (ages 13–17 years)		
Adult activities (ages 18–64 years)		
Senior services (ages 65+ years)		
Childcare		
Healthcare		
Personal financial management counseling		
Other: antidrug education		

#### Annual Program Objectives

Objectives				# Participants
Number of adults the center will serve				
Number of children the center will serve				
<b>Introduction to familiarization with computers?</b>				
Provide computer courses for	Introductory	Intermediate	Advanced	Total
Children				
Youth				
Adults				

Seniors				
<b>Job-skills training/employment?</b>				
Provide individuals with an opportunity to improve their quality of life by participating in job training and placement				
Provide job-readiness training				
Track the number of individuals who retain jobs				
3–12 months				
12+ months				
<b>Provide individuals with opportunities to improve their quality of life and track participation in the following programs:</b>				
GED preparation classes				
ESL classes				
Literacy programs				
Adult basic education				
<b>Provide children and youth with opportunities to improve their quality of life through participation in:</b>				
Structured afterschool programs				
Onsite childcare programs				
Subsidized childcare onsite or in the community				
<b>Provide individuals with opportunities to develop:</b>				
Telecommuter centers				
Small business or microenterprises				
Youth-based businesses				
<b>Provide individuals with an opportunity to improve their quality of life through:</b>				
	<b>Families</b>	<b>Seniors</b>	<b>Total</b>	
Onsite health-related education and resources				
Improved access to health-related education and resources				
<b>Other objectives?</b>				
<b>Goal</b>				
	<b>Activities</b>	<b>Start date</b>	<b>End date</b>	<b>Person responsible</b>
	<b>Outcome</b>			
	<b>Progress</b>			

<b>Goal</b>	<b>Develop and Schedule Computer-Learning and Crafts Classes</b>
-------------	------------------------------------------------------------------

## Section 6: Marketing and Outreach

### Proposed Partners

<b>Partner</b>	<b>Contact</b>	<b>Phone</b>

### Committed Partners

<b>Partner</b>	<b>Resources</b>	<b>In-Kind Values</b>	<b>Funds Donated</b>
----------------	------------------	-----------------------	----------------------

<b>Goal</b>	
-------------	--

<b>Goal</b>	

Goal				
	Activities	Start date	End date	Person responsible
	Outcome			
	Progress			

Goal				
	Activities	Start date	End date	Person responsible

	<b>Outcome</b>			
	<b>Progress</b>			

## **Section 9: Assessment and Evaluation**

### **Section Overview**

To encourage Neighborhood Networks centers to update, modify, and assess their business plans on a yearly basis, START provides an online tool specifically for that purpose. Each fiscal year, centers are encouraged to evaluate their actual programs, services, and expenses in relation to their projected programs, services, and expenses. START makes this easy by allowing users to view the center's business plan while they record the center's actual yield. A preview of the assessment template follows.

## **Neighborhood Networks Center Assessment & Evaluation**

### **Fiscal Year 20xx**

All Neighborhood Networks centers are encouraged to complete the following baseline assessment and evaluation on an annual basis. This report will be for the period of October 1–September 30th and will be due to the local HUD office no later than October 31st. This is a useful tool to promote and measure the successes taking place at the centers. Please complete and return to the local HUD Neighborhood Networks Coordinator.

### **CENTER PROFILE**

**Center Address:**

**Phone:**

**Fax:**

**E-mail:**

**HUD Field Office:**

**Web site:**

---

**Center Contact:**

**Phone:**

**Fax:**

**E-mail:**

---

### **HUD PROPERTY INFORMATION**

**Name/Address:**

**Phone:**

**Fax:**

**E-mail:**

**FHA Number:**

**Section 8 Number:**

**Property Management Agency**

**Agency Name:**

**Address:**

**City:**

**State:**

**ZIP Code:**

**E-mail:**

**Phone:**

**Fax:**

### **HUD SECOND PROPERTY INFORMATION**

**Name/Address:**

**Phone:**

**Fax:**

**E-mail:**

**FHA Number:**

**Section 8 Number:**

**Second Property Management Agency**

**Agency Name:**

**Address:**

**City:**

**State:**

**ZIP Code:**

**E-mail:**

**Phone:**

**Fax:**

**1. What were your objectives, as outlined in the Business Plan Objectives section, and how well did you succeed?**

Please check and insert appropriate number to all objectives that apply.

Planned	Actual	
<b>How many people will the center serve this year?</b>		
	<input type="text"/>	Adults
	<input type="text"/>	Children
<b>Job-Skills Training/Employment?</b>		
	<input type="text"/>	Individuals will participate in a job-skills program (job skills)
	<input type="text"/>	Individuals will participate in a job-readiness program (job readiness)
	<input type="text"/>	Individuals will participate in a job-retention program (job retention)
	<input type="text"/>	Individuals will be assisted by a job-placement program (job placement)
	<input type="text"/>	Individuals will obtain jobs (obtain jobs)
	<input type="text"/>	Individuals will retain jobs for more than 3 to 12 months (retain jobs: 3–12 months)
	<input type="text"/>	Individuals will retain jobs for longer than 12 months (retain jobs: 12 months or more)
<b>Introduction to/Familiarization with Computers?</b>		
	<input type="text"/>	Seniors will be provided with basic computer skills training opportunities (computer basics: seniors)
	<input type="text"/>	Adults will be introduced to basic computer skills such as keyboarding, Internet access (computer basics: adults)
	<input type="text"/>	Youth will participate in a basic computer skills such as keyboarding, Internet access education program (computer basics: youth)
	<input type="text"/>	Youth will participate in a structured computer skills program (structured skills: youth)
<b>Internet Access and Access to Local Services?</b>		
	<input type="text"/>	Individuals will have the ability to access the Internet through the Neighborhood Networks center (number of Internet users)
<b>Economic Development (microenterprises, small businesses, telecommuting)?</b>		
	<input type="text"/>	Individuals will be given the opportunity to telecommute from the Neighborhood Networks center (telecommuters)
	<input type="text"/>	Individuals will be given the opportunity to develop a small business or microenterprise (small-business users)
	<input type="text"/>	Seniors will be given small-business development opportunities (senior business development)
	<input type="text"/>	Youth will be given the opportunity to develop job skills or a youth-based business (job skills: youth)

<b>Healthcare?</b>		
<input type="checkbox"/>	<input type="checkbox"/>	Elderly individuals will be provided with onsite health-related resources (healthcare: elderly)
<input type="checkbox"/>	<input type="checkbox"/>	Adult individuals will be provided with improved access to health-related education and resources (healthcare: adult)
<input type="checkbox"/>	<input type="checkbox"/>	Children and youth will be provided with improved access to healthcare resources and services (healthcare: youth)
<b>Basic Adult Education, Literacy, ESL, GED?</b>		
<input type="checkbox"/>	<input type="checkbox"/>	Individuals will participate in a GED preparation class (GED preparation)
<input type="checkbox"/>	<input type="checkbox"/>	Individuals will receive their GED as a result of participation in Neighborhood Networks center programs (GED recipients)
<input type="checkbox"/>	<input type="checkbox"/>	Individuals will participate in ESL classes (ESL classes)
<input type="checkbox"/>	<input type="checkbox"/>	Individuals will participate in a literacy program (literacy program)
<input type="checkbox"/>	<input type="checkbox"/>	Individuals will participate in adult basic education (adult basic education)

<b>Afterschool Program?</b>		
<input type="checkbox"/>	<input type="checkbox"/>	Youth will participate in a structured afterschool program (youth afterschool)
<b>Childcare?</b>		
<input type="checkbox"/>	<input type="checkbox"/>	Children will participate in an onsite childcare program (onsite childcare)
<input type="checkbox"/>	<input type="checkbox"/>	Individuals will receive childcare when participating in a Neighborhood Networks center class/program (participant childcare)
<input type="checkbox"/>	<input type="checkbox"/>	Children will receive subsidized childcare onsite or in the community (subsidized childcare)
<b>Other Objectives? (Please specify below)</b>		
Once a month, we will offer an evening antidrug class to all interested residents.	<div style="border: 1px solid black; height: 100px; width: 300px;"></div>	

**2. Classes Offered/Participation: What classes were offered? How many residents participated out of the total resident population?**

Class Type	Offered?	Participant
------------	----------	-------------

		Resident	Community Member
Job-skills training/employment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Introduction to and familiarization with computers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced computer training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internet access and access to local services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthcare	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basic adult education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Literacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
English as a second language (ESL)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
GED	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic development (microenterprises, small business, telecommuting)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Afterschool programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senior services/education programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuing education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other (please list here)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Success stories are very important! We want to showcase your successes. Please include any success stories you would like to share below:**



marketing								
Office supplies								
Other expenses								
<b>Sources Total</b>	<b>Actual</b>							
	<b>Planned</b>							
<b>Grand Total&gt;&gt;</b>	<b>Sources</b>	<b>Actual</b>		<b>Expenses</b>	<b>Actual</b>			
		<b>Planned</b>	\$		<b>Planned</b>			

Note: The "Planned" values are based on those corresponding values on the approved business plan for the fiscal year of this assessment.

**5. What worked well? What did not work well and why? Additional comments?**

**6. For centers focusing on job-skills training/employment:**

Did you provide job training/placement?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Type of training, check all that apply:	<input type="checkbox"/> Work skills <input type="checkbox"/> Life skills <input type="checkbox"/> Resume <input type="checkbox"/> Other
Number of participants who received job training:	<input type="text"/>
Number of participants who improved skills:	<input type="text"/>
Number of unemployed people who got a job:	<input type="text"/>
Number of people that, through the training, got a better job:	<input type="text"/>
How many jobs have health benefits?	<input type="text"/>
What new skills did the residents learn (e.g., life skills, decisionmaking skills) that will better prepare them for the post welfare-reform era?	<input type="text"/>

--	--

**7. Housing/Homeownership Education:**

Type of education, check all that apply:	<input type="checkbox"/> Homeownership <input type="checkbox"/> Housing counseling <input type="checkbox"/> Credit counseling
Number of people who, through the training, become homeowners.	<input style="width: 50px;" type="text"/>

**8. Has the center been operational for the entire period of this assessment?**

☐ Yes    ☐ No

**9. Does the center actively operate programs designed to support residents' self-sufficiency?**

☐ Yes    ☐ No

## Section 10: Frequently Asked Questions

### **1. What is START?**

START (Strategic Tracking And Reporting Tool) is a tool that center directors can use to effectively manage and operate their centers. It is the new online Neighborhood Networks business plan that enables Neighborhood Networks centers to track every facet of center development.

### **2. Is my center required to do this?**

START is the preferred format for a center. To achieve advanced levels of classification, centers must use START. This tool is designed to assist new and existing centers in strategic and program planning. Because it is an online tool, there are many links to important resources in areas like funding and technical assistance. For those reasons, centers are strongly encouraged to use START.

### **3. Am I required to update?**

There are no update requirements. However, START provides a data collection tool to help centers track valuable statistics such as how many residents have found jobs or completed computer training. This data demonstrates success and can help in your fundraising efforts. Therefore, updating is to your advantage.

### **4. There is a tracking component to START. Why are you tracking centers?**

Both you and Neighborhood Networks technical assistance staff can track your center's activities. A center tracks its own activities because tracking measures success. Other tracking components help to show how technical assistance and resources can be targeted appropriately.

### **5. Where is resident involvement in the START process?**

Resident involvement is incorporated throughout the START process. It drives the center's programs and success. START includes a Resident Interest Survey that helps to identify the interests of residents so that appropriate programs and services can be offered.

### **6. I don't have enough staff; how can START help me?**

START will help you think in a very structured and strategic way. It will help you identify resources and potential partners in your community and increase resident participation. This structure can result in a more efficient way to serve residents.

### **7. How long does the START process take?**

This depends on the amount of information that is entered. You can do this incrementally and at your own pace. We advise that you use this workbook to gather information before going online. You may also receive technical assistance in completing your START plan by calling the Neighborhood Networks Information Center toll free at (888) 312-2743.

### **8. What will I get from doing this?**

After completing START, you can generate a business plan that summarizes the activities and programs of your center. The START process will help you make informed strategic decisions, and provide management tools to illustrate your impact and assess your center's performance. It will also target areas of technical assistance that can be provided to your center.

**Part II:**  
**Center User Guide**

# **PART II**

## **Center User Guide**

## TABLE OF CONTENTS

Welcome to the *START Center User Guide*. The *START Center User Guide* is designed to help center users navigate START online. This user guide is laid out in sections that highlight specific features of START through the use of START screenshots.

□	<b>Section 1:</b> Logging On to START .....	99
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□	<b>Section 3:</b> Changing User ID and Password .....	119
□	<b>Section 4:</b> Exiting START .....	121
□	<b>Section 5:</b> Center Classification .....	123

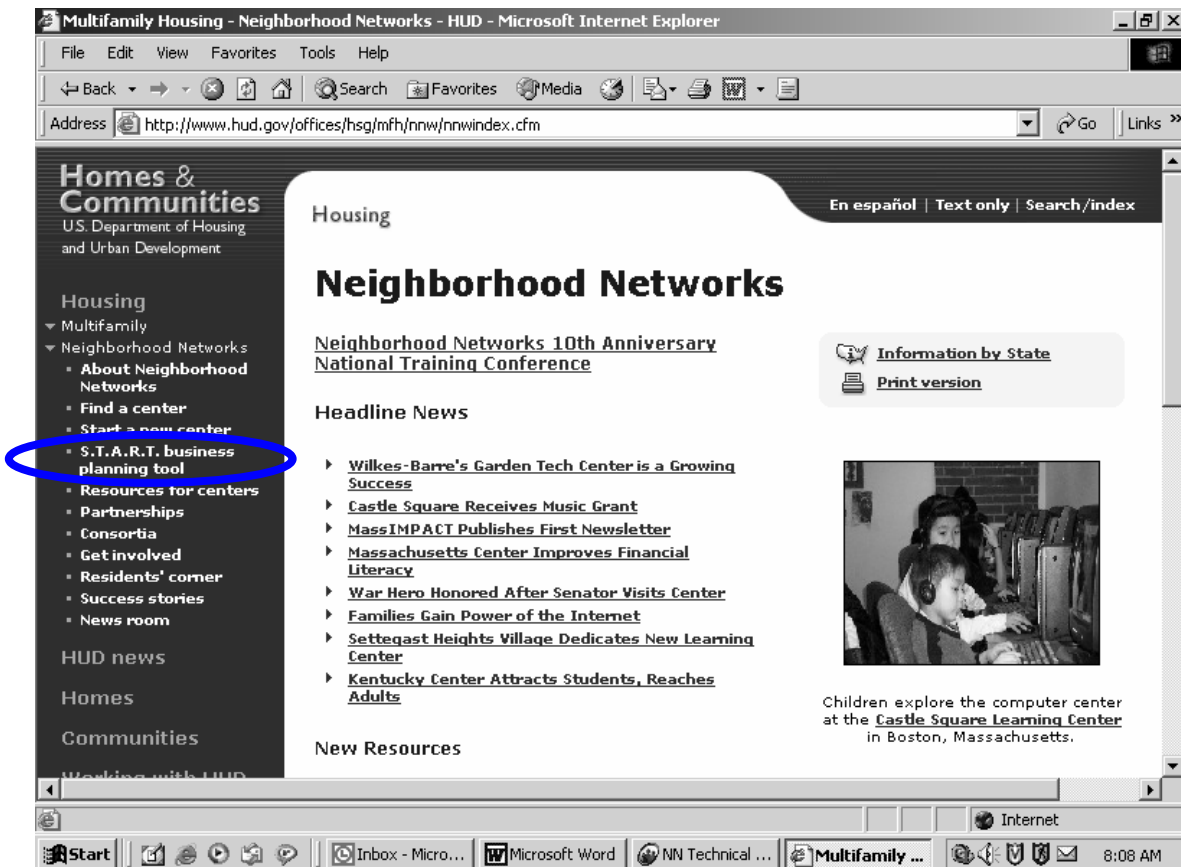
**Have any questions about START or the *START Center User Guide*?** Please call the Neighborhood Networks Information Center toll free at (888) 312-2743 and press “1” to speak with a technical assistance specialist, or go to the Neighborhood Networks Web site at [www.NeighborhoodNetworks.org](http://www.NeighborhoodNetworks.org).

## Section 1: Logging On to START

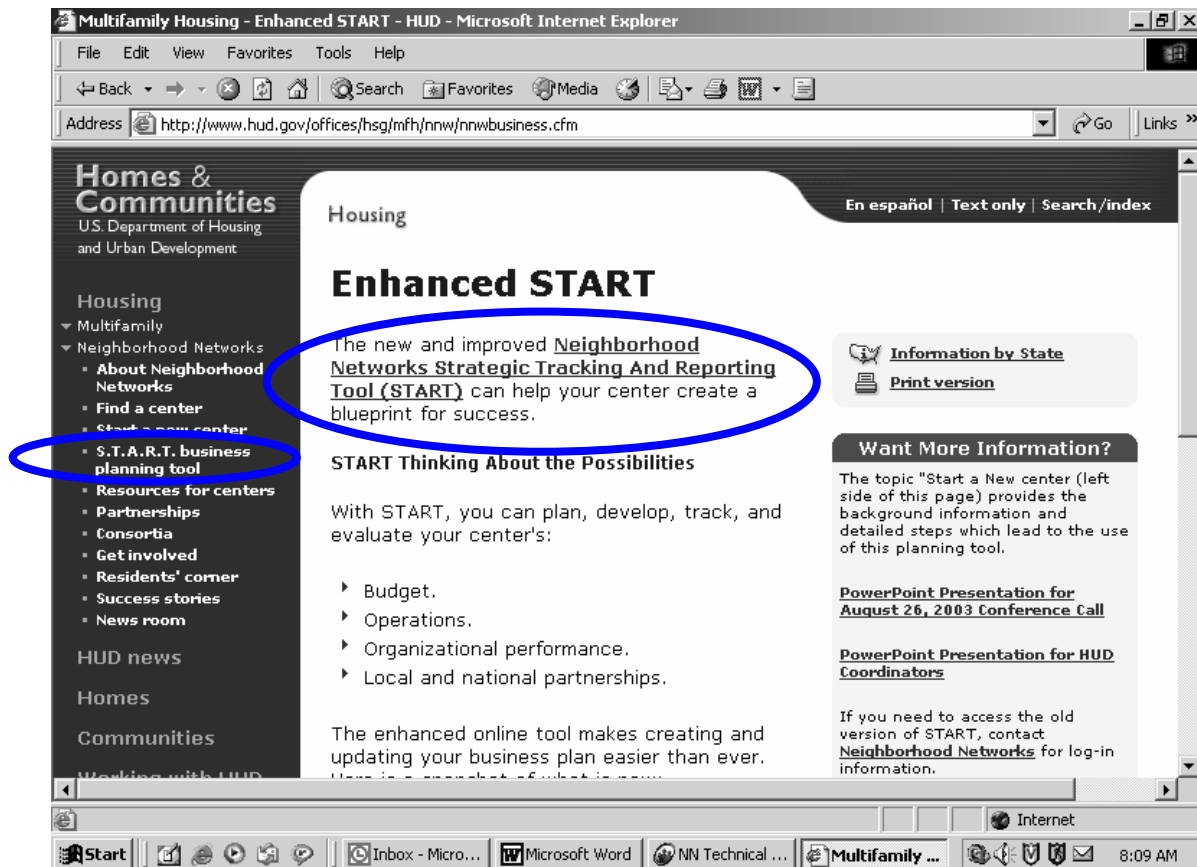
START can be accessed directly by inputting *www-domino4.hud.gov/NN/start.nsf* into the Internet browser or by navigating through the Neighborhood Networks Web site at *www.NeighborhoodNetworks.org*.

### Neighborhood Networks Web Site Homepage

To access START from the Neighborhood Networks homepage, click **S.T.A.R.T. business planning tool** on the navigation bar.



From the enhanced and updated START page, click **Neighborhood Networks Strategic Tracking And Reporting Tool (START)**. This will take you to the updated START homepage.



# Neighborhood Networks START

## Create a Center Profile

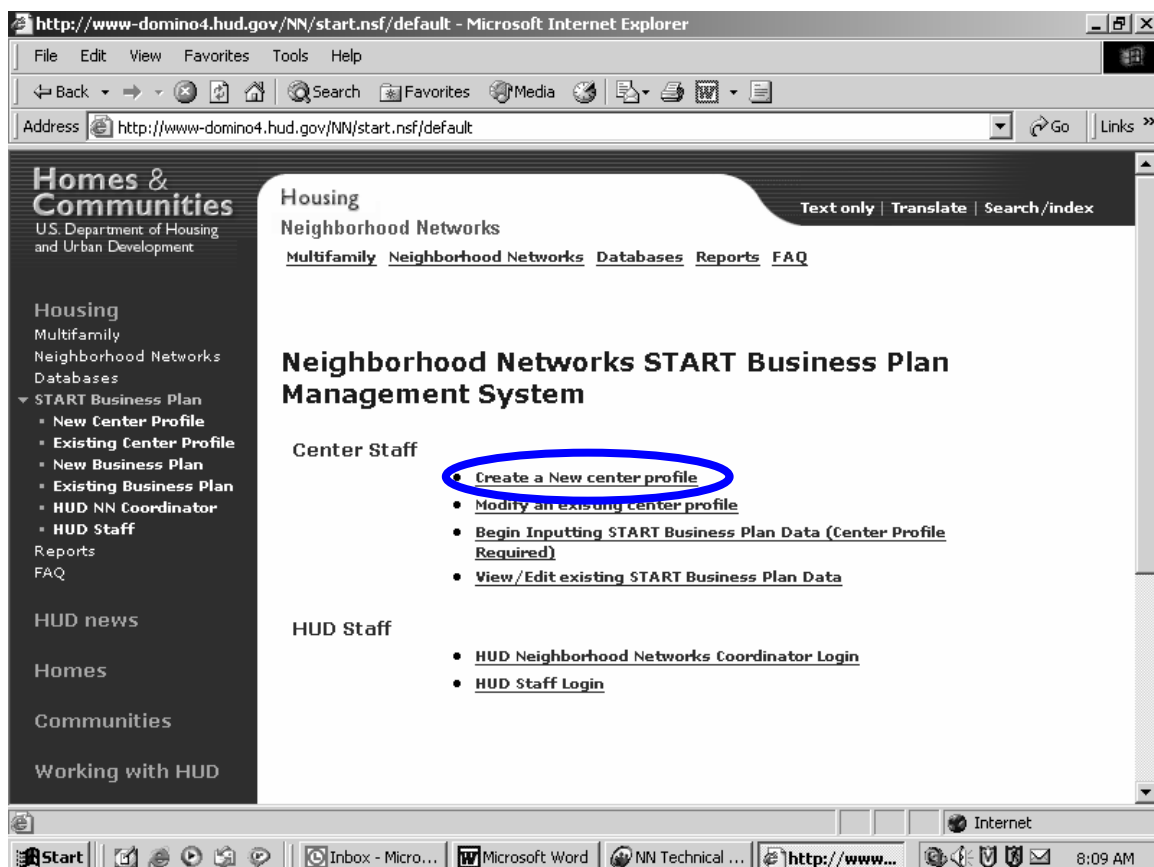
When you access the START Business Plan management system, you can create a new center profile, modify or update an existing center profile, begin inputting START Business Plan Data (center profile required), or View/Edit an existing START business plan.

### Create a New Center Profile

To create a new profile, click **Create a New center profile**. If your profile has already been created, click **Modify an existing center profile** to update or make changes.

To begin your START business plan, click **Begin Inputting START Business Plan Data**.

If you have already begun to input and are coming back to your plan, click **View/Edit existing Business Plan Data**.



To create a new center profile, click **New Center Profile**. Fill out all the information requested on the new center profile screen and click **Submit**. Your HUD NN Coordinator will receive an e-mail requesting review and approval of this profile. The HUD NN Coordinator's approval will generate a return e-mail to you with information and instructions to proceed.

New Company Profile - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media

Address <http://www-domino4.hud.gov/NN/contacts.nsf/center> Go Links

**Homes & Communities**  
US Department of Housing and Urban Development

Housing  
Multifamily  
Neighborhood Networks  
Databases  
START Business Plan  
New Center Profile  
Existing Center Profile  
New Business Plan  
Existing Business Plan  
HUD NN Coordinator  
HUD Staff  
Reports  
FAQ  
HUD news  
Homes  
Communities  
Working with HUD

Housing  
Neighborhood Networks  
Multifamily Neighborhood Networks Databases Reports FAQ

Text only | Translate | Search/index

Print Submit

**Create New Center Profile**

\* Required fields

**General Information**

Center Name\*  
Center Address\*  
City\* State\*  
Zip\* E-mail\*  
Phone\* (###-###-####) Ext  
Fax (###-###-####)  
Website  
Center Phase  
☐ 1. In Planning ☐ 2. Plan Submitted ☐ 3. Plan Approved  
☐ 4. Center Operational ☐ 5. Center Closed ☐ 6. Center Suspended

Start | Inbox - Micro... | Microsoft Word | NN Technical ... | New Compa... | Internet | 8:10 AM

Once your profile has been approved, go to the new center profile login and use the drop-down menu to locate your state and center name. Enter your user name and password and click **submit** to make any changes.

New Company Profile - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print W

Address http://www-domino4.hud.gov/NN/contacts.nsf/centerprofile?OpenForm&State=AL Go Links >>

**Homes & Communities**  
US Department of Housing and Urban Development

Housing  
Multifamily  
Neighborhood Networks  
Databases  
START Business Plan  
New Center Profile  
**Existing Center Profile**  
New business plan  
Existing Business Plan  
HUD NN Coordinator  
HUD Staff  
Reports  
FAQ

HUD news  
Homes  
Communities  
Working with HUD

**Housing**  
**Neighborhood Networks**  
[Multifamily](#) [Neighborhood Networks](#) [Databases](#) [Reports](#) [FAQ](#)

Text only | Translate | Search/index

**Center Profile Login**

State Alabama  
Center Name Cathedral Place  
Enter User Name  
Enter Password

submit >>

Forgot your password? If so, please enter your contact e-mail. The login information will be e-mailed to you.

submit >>

To contact us, please sent e-mail to [neighborhoodnetworks@hud.gov](mailto:neighborhoodnetworks@hud.gov)

Done

Start | Inbox - Micro... | Microsoft Word | NN Technical ... | New Compa... | Internet | 8:12 AM

You are now ready to begin to create a new START business plan. Using the drop-down menu, locate your state and your center name and fill in the remainder of the information requested. Click **submit**, and the system will request verification. Verify the information and correct any information as needed, then click **OK** to proceed. If you cannot find a center profile, click **request** at the bottom of the screen to create a profile.

Center login - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites Media Print

Address <http://www-domino4.hud.gov/NN/start.nsf/centersel?OpenForm&request=new&State=NY> Go Links >>

**Homes & Communities**  
U.S. Department of Housing and Urban Development

Housing  
Multifamily  
Neighborhood Networks  
Databases  
START Business Plan  
New Center Profile  
Existing Center Profile  
New Business Plan  
Existing Business Plan  
HUD NN Coordinator  
HUD Staff  
Reports  
FAQ

HUD news  
Homes  
Communities  
Working with HUD

Housing  
Neighborhood Networks  
Multifamily Neighborhood Databases Reports FAQ  
Office of Housing

Text only | Translate | Search/index

### Create New Business Plan

State

\*Center Name

Contact E-mail

Create User Name

Create Password

Retype Password

Choose Beginning Fiscal Year

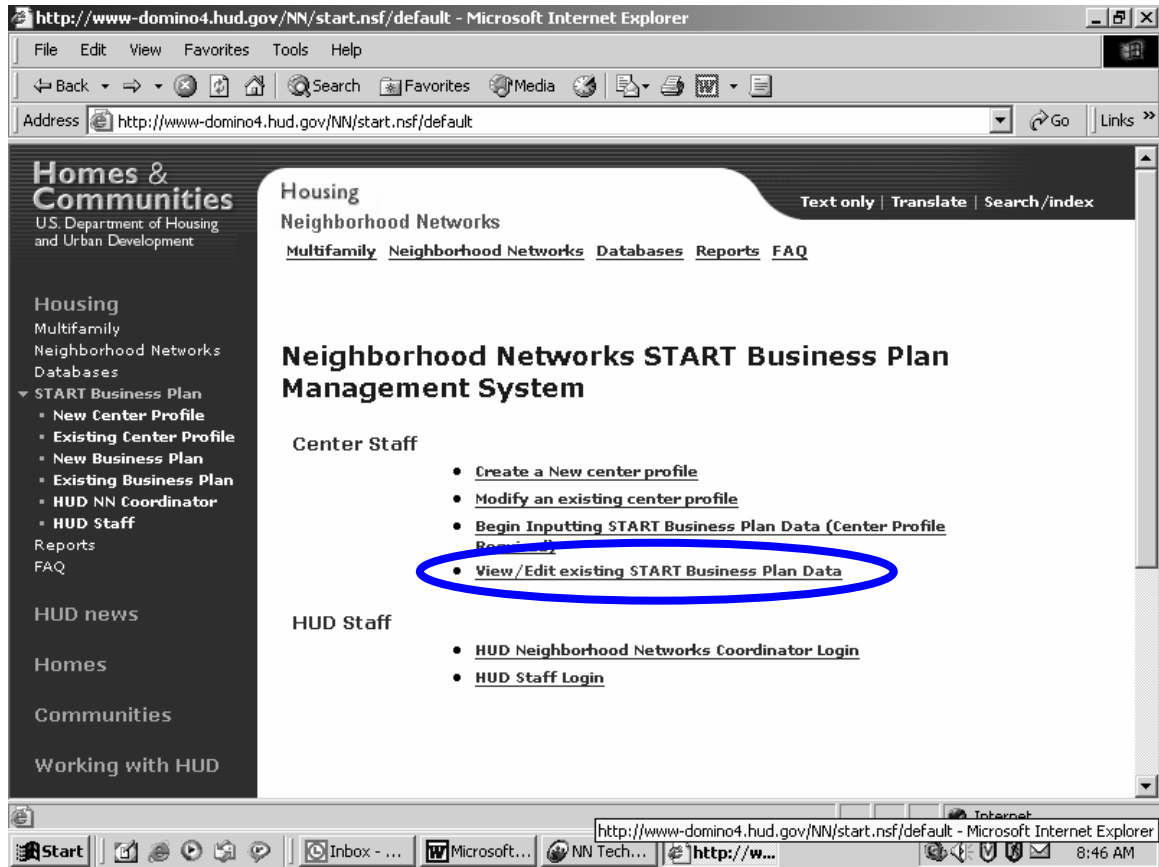
[What is a Fiscal Year>>](#)

**submit >>**

\*If you cannot find your center name in the drop-down and you have not previously created a business plan, please [request](#) a center profile to be built

Start | Inbox - Micro... | Microsoft Word | NN Technical ... | Center login... | Internet | 8:21 AM

From this point forward, you can now login to your START business plan by clicking on **View/Edit existing START Business Plan Data**.



## Existing Business-Plan Login

Find your state and your center name using the drop-down menus and then enter your user name and password. Click **submit** and you will see the introductory page of your center's START business plan.

Center login - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Forward Stop Search Favorites Media Print

Address <http://www-domino4.hud.gov/NN/start.nsf/centersel?OpenForm&request=edi&State=NY> Go Links >>

**Homes & Communities**  
U.S. Department of Housing and Urban Development

Housing  
Multifamily  
Neighborhood Networks  
Databases  
▼ START Business Plan  
• New Center Profile  
• Existing Center Profile  
• New Business Plan  
• Existing Business Plan  
• HUD NN Coordinator  
• HUD Staff  
Reports  
FAQ

HUD news  
Homes  
Communities  
Working with HUD

Housing  
Neighborhood Networks  
Multifamily Neighborhood Networks Databases Reports FAQ

Text only | Translate | Search/index

### Existing Business Plan Login

State

Center Name

Enter User Name

Enter Password

**submit >>**

Forgot your password? If so, please enter your contact e-mail. The login information will be e-mailed to you.

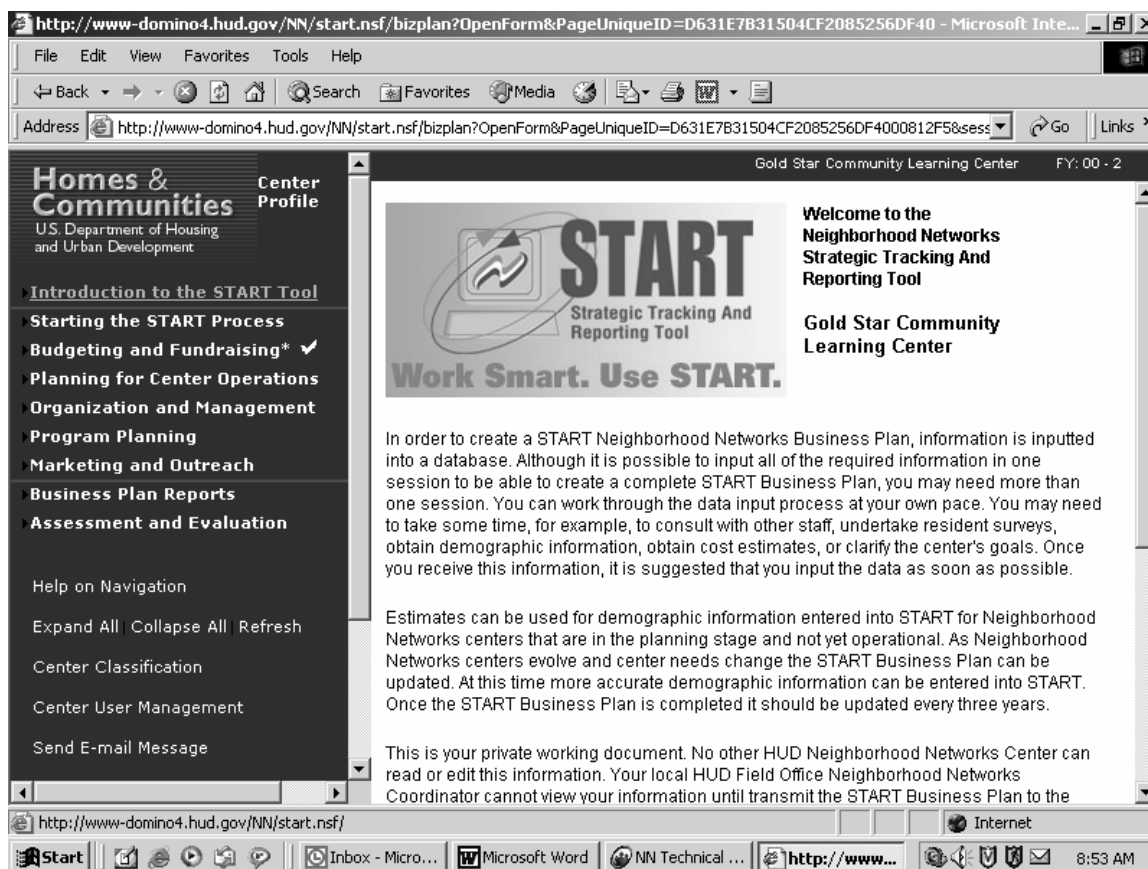
**submit >>**

Start | [Icons] | [Inbox - Micro...] | [Microsoft Word] | [NN Technical ...] | [Center login...] | [Internet] | 8:49 AM

## Section 2: START Menu

### Navigation Bars and Links

Once you have logged into your START business plan, you can enter information or update existing information. The navigation bar on the left side of the screen will walk you through each of the START sections and subsections. By clicking on various sections and commands, you will be creating both an electronic business plan and a printable business plan.



Throughout START you will be asked to enter information by clicking on links that lead to pop-up screens. For example, on this screen, you are asked to click on a link at the top left of the screen, **Click to Add Goal**, to add goals, activities and outcomes.

**Homes & Communities**  
U.S. Department of Housing and Urban Development

**Center Profile**

**Click to Add Goal**

**Goal:** Ensure that staff volunteer vacancies are filled quickly.

Activities/Person Responsible	Start date	End date
Identify backup volunteer staff. / James Johnson	05/03/2004	

**Outcome**

Volunteer staff vacancies are filled within 2 weeks.

**Outcome Progress**

**Goal:** Establish at least one National Neighborhood Networks Partnership through HUD.

Activities/Person Responsible	Start date	End date
Discuss options and availability of National Partnerships with HUD NN Coordinator. / Lucille Davis	03/24/2004	

**Outcome**

Execute a national partnership agreement.

**Outcome Progress**

Identified current NN National Partnerships from the NN web site.

**Goal:** Maximize resident involvement and participation at the center.

Activities/Person Responsible	Start date	End date
Create an environment that continually evaluates residents' needs and interests and adjusts center programming accordingly. / James Johnson	05/03/2004	

**Outcome**

Twenty (20) residents will participate in the planning, operation, and management of the center.

**Outcome Progress**

The pop-up window allows you to enter information and click **Save** and **Close**. To edit pre-existing information, click on the link associated with the information, update the data, and click **Save** and **Close** to save the new information. Throughout START, you have the option to click on links that lead to additional information via pop-up boxes. For instance, if you click on **Example** at the top of this screen, you will get a pop-up box that provides definitions of the terms *goals*, *activities*, and *outcomes*.

**User Tip:** Adjust your Internet Explorer to allow for pop-up boxes while you are working with START.

The screenshot shows the START tool interface in Microsoft Internet Explorer. The browser window title is "http://www-domino4.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F180 - Microsoft Internet Explorer". The address bar shows the URL "http://www-domino4.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D30CFE0436B2F25485256F18006D92ED&sessionid=LNSH-6E7K2E53.6400396734569103". The browser toolbar includes buttons for Back, Forward, Stop, Reload, Search, Favorites, Media, and Print. The Google search bar is visible. The main content area is titled "Goal, Activity, Outcome - Microsoft Internet Explorer". It features a sidebar on the left with navigation links for "Homes & Communities", "Center Profile", and various START tool sections. The main content area is titled "Goal, Activity, Outcome" and contains a form with fields for Goal Name, Activity, Outcome Name, Apply To, Start Date, End Date, and Person Responsible. The "Save", "Close", and "Example" buttons are circled in blue.

**Goal, Activity, Outcome**

[Save](#) [Close](#) [Example](#)

**Goal Name:**

**Activity:**

**Outcome Name:**

**Apply To:** ☐ Ongoing ☒ Year 1 ☐ Year 2 ☐ Year 3

**Start Date:**

**End Date:**

**Person Responsible:**

**Start Date:**

**End Date:**

**Person Responsible:**

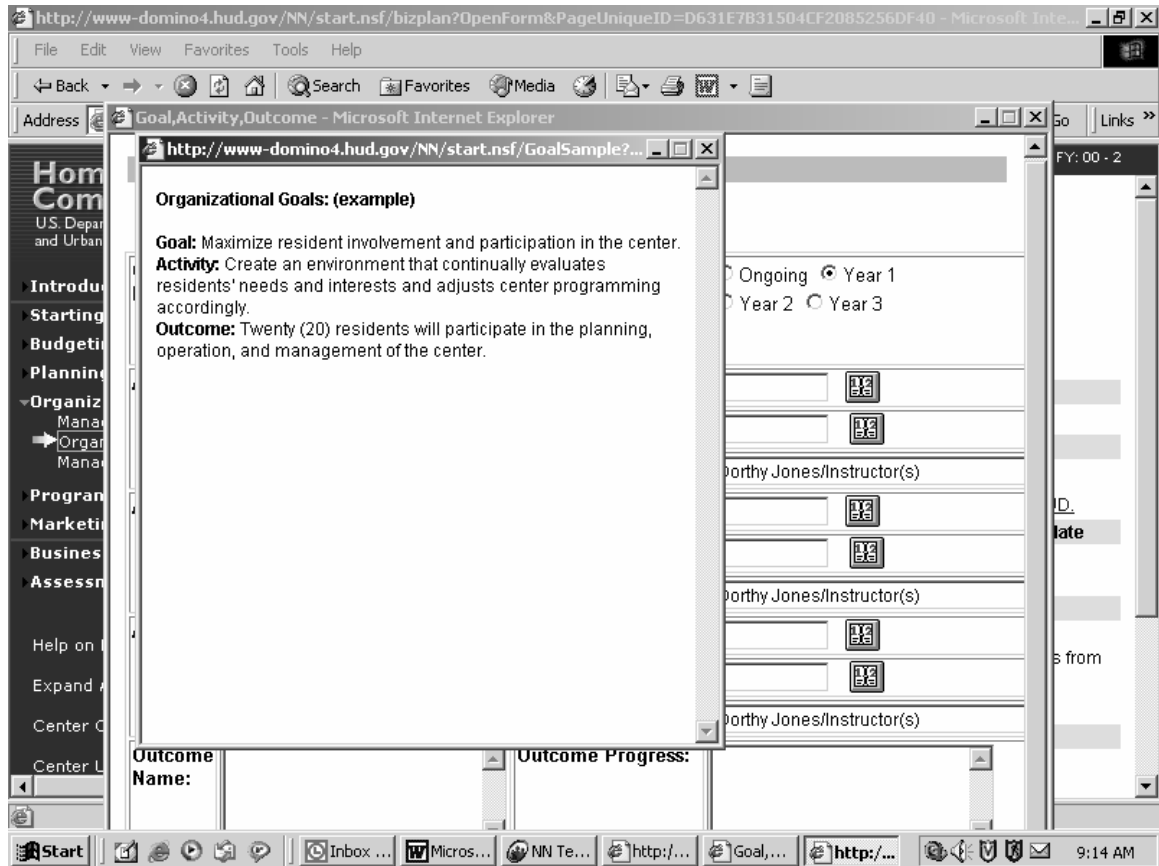
**Start Date:**

**End Date:**

**Person Responsible:**

**Outcome Progress:**

Here is an example of a pop-up box that has been accessed by clicking an informational link. This resource will help you to complete your START business plan.



## Complete Your Business Plan

After you complete all sections of the START business plan to save the information and generate a report, click **save a business plan report**. You can review the START report by clicking **preview business plan report**.

The screenshot shows a web browser window with the URL <http://www-domino4.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D631E7B31504CF2085256DF40>. The page title is "Gold Star Community Learning Center" and the fiscal year is "FY: 00 - 2".

**Homes & Communities Center Profile**  
U.S. Department of Housing and Urban Development

**Navigation Menu:**

- Introduction to the START Tool
- Starting the START Process
- Budgeting and Fundraising\* ✓
- Planning for Center Operations
- Organization and Management
- Program Planning
- Marketing and Outreach
  - Marketing and Outreach ✓
  - Marketing Plan
  - National Partnership Resource ✓
  - Partnership Profile ✓
  - Partnership Tracking Log
  - Funding Commitments ✓
- Business Plan Reports
- Assessment and Evaluation

Help on Navigation  
Expand All Collapse All Refresh

**Funding Commitments**

This is a place to track the resources and commitments for this partner. You will be reminded of these commitments when you build your budget later.

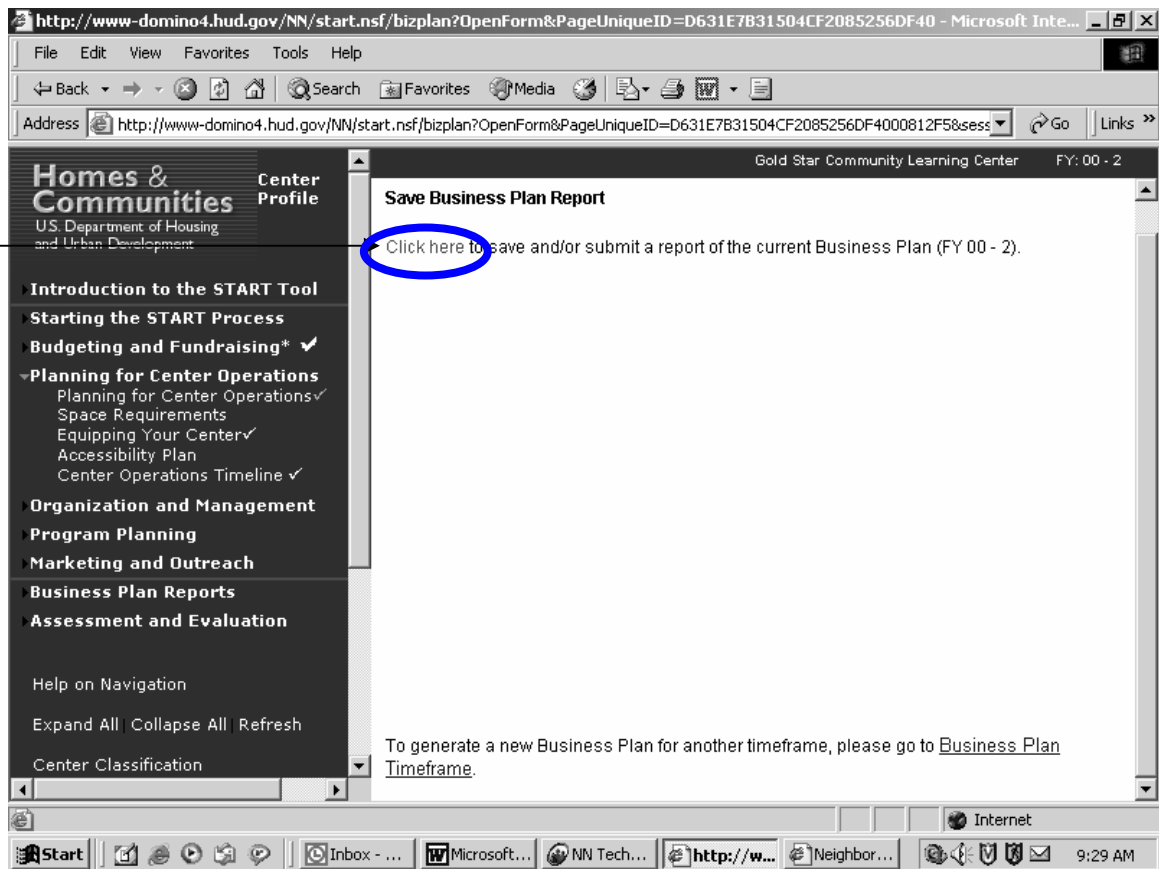
Select a partner to edit a Funding Commitment.

Name of Institution in Your Community	Resource(s)	In-kind Value	Funds Donated
<a href="#">Columbia University</a>	Experts	\$ 10,000	\$ 0
<a href="#">Fleet Bank</a>	Funding	\$ 0	\$ 15,000
<a href="#">Harlem Partnership Council</a>	Programs and other services	\$ 15,000	\$ 0
<a href="#">Manhattan Cable Network</a>	Jobs	\$ 0	\$ 0
<a href="#">NYC Dept. for the Aging</a>	Programs and other services	\$ 0	\$ 0
<a href="#">Public School 100</a>	Experts	\$ 0	\$ 0
<a href="#">U.S. Dept of HUD</a>	Funding	\$ 0	\$ 25,000
<b>Totals</b>		<b>\$ 25,000</b>	<b>\$ 40,000</b>

**Congratulations! You have completed your business plan. You may**  
[preview business plan report](#) [save a business plan report](#)

Taskbar: Start | Internet | http://www... | 9:19 AM

If you click **save** you will be taken to a screen that again asks you to click **save**. A pop-up box will ask you to verify that you want to create the START plan for the current fiscal year. If you click **OK**, the START plan will appear.



Click **Submit to HUD** if you are ready to send the START business plan to the HUD NN Coordinator for approval. You can also print out a copy of the START plan or delete the entire plan. You cannot, however, delete the business plan report once it has been submitted to HUD.

http://www-domino4.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D631E7B31504CF2085256DF40 - Microsoft Inte...

File Edit View Favorites Tools Help

Back Forward Stop Home Search Favorites Media Print

Address http://www-domino4.hud.gov/NN/start.nsf/bizplan?OpenForm&PageUniqueID=D631E7B31504CF2085256DF4000812F5&sess Go Links

Neighborhood Network business plan - Microsoft Internet Explorer

Print Close Delete **Submit to HUD** View Individual Sections

**Gold Star Community Learning Center--test only**  
Neighborhood Networks Business Plan  
Fiscal Year 00 - 2

Current Status	
Submitted to HUD?	No
Approve by HUD?	

**CENTER PROFILE**

<b>Center Address:</b>	1 Frederick Douglas Boulevard New York, NY 10278-0068	<b>Phone:</b> 212-264-0777 <b>Fax:</b> 212-264-1277 <b>E-mail:</b> mfiery@aspensys.com <b>Web site:</b> http://billy_miecuna@mac.com
<b>HUD Field Office:</b>	Tester1 Field Office	
<b>Center Contact:</b>	Mr. Art Vanderlay 1 Frederick Douglas Boulevard New York, NY 10278-0068	<b>Phone:</b> 212-264-0777 <b>Fax:</b> 212-264-1277 <b>E-mail:</b>

**HUD PROPERTY INFORMATION**

<b>Name/ Address:</b>	American Park Apartments 1 Frederick Douglass Boulevard New York, NY 10278	<b>Phone:</b> <b>Fax:</b> <b>E-mail:</b>
<b>FHA Number:</b>	012-99999	

Start | Inbox - ... | Microsoft... | NN Tech... | http://w... | Neighbo... | 9:33 AM

After submitting the START business plan to your HUD NN Coordinator, click **Business Plan Reports** on the left navigation bar. Then click **Existing Business Plan Reports** to view the status of your submitted START business plan.

The screenshot shows the HUD NN START tool interface. The left sidebar contains the following navigation links:

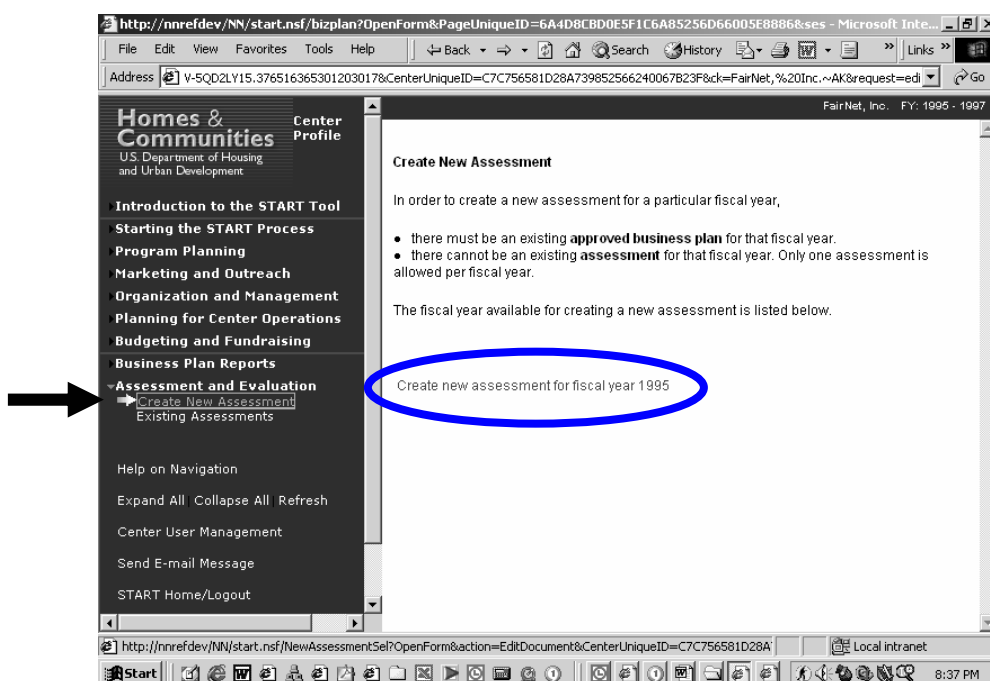
- Introduction to the START Tool
- Starting the START Process
- Budgeting and Fundraising\* ✓
- Planning for Center Operations
- Organization and Management
- Program Planning
- Marketing and Outreach
- Business Plan Reports
  - Preview Business Plan
  - Save Business Plan Report
  - Existing Business Plan Reports (selected)
- Assessment and Evaluation
- Help on Navigation
- Expand All Collapse All Refresh
- Center Classification
- Center User Management

The main content area displays a table of business plan submissions for the Gold Star Community Learning Center (FY: 00 - 2). The table has the following columns: Business Plan Timeframe, Creation Date, Plan Submitted?, Submission Date, HUD Review Date, and HUD Approval Status.

Business Plan Timeframe	Creation Date	Plan Submitted?	Submission Date	HUD Review Date	HUD Approval Status
2004 - 2006	10/18/2004 02:39:59 PM	Yes	10/18/2004 02:44:02 PM	03/16/2005 10:48:53 AM	Conditionally Approved
2004 - 2006	04/01/2004 02:01:48 PM	Yes	09/23/2004 04:06:31 PM	10/18/2004 02:36:21 PM	Approved
2004 - 2006	01/16/2004 08:55:31 AM	Yes	01/16/2004 08:56:24 AM	01/16/2004 08:58:25 AM	Approved
2004 - 2006	01/01/2004 02:58:10 PM	Yes	01/01/2004 02:59:07 PM	01/01/2004 03:07:51 PM	Approved
00 - 2	05/24/2005 09:37:35 AM	Yes	05/24/2005 09:37:57 AM		Pending Review
00 - 2	05/24/2005 09:29:11 AM	No			
00 - 2	05/19/2005 11:56:07 AM	No			
00 - 2	05/19/2005 11:56:03 AM	No			
00 - 2	05/19/2005 11:56:00 AM	No			
00 - 2	05/19/2005 11:55:57 AM	No			
00 - 2	05/19/2005	Yes	05/19/2005		Pending

## Assessment and Evaluation

START users are strongly urged to create an annual assessment of their Neighborhood Networks center that is based on the previous year's business plan projections. To create this assessment, click **Create New Assessment** under **Assessment and Evaluation** on the navigation bar.

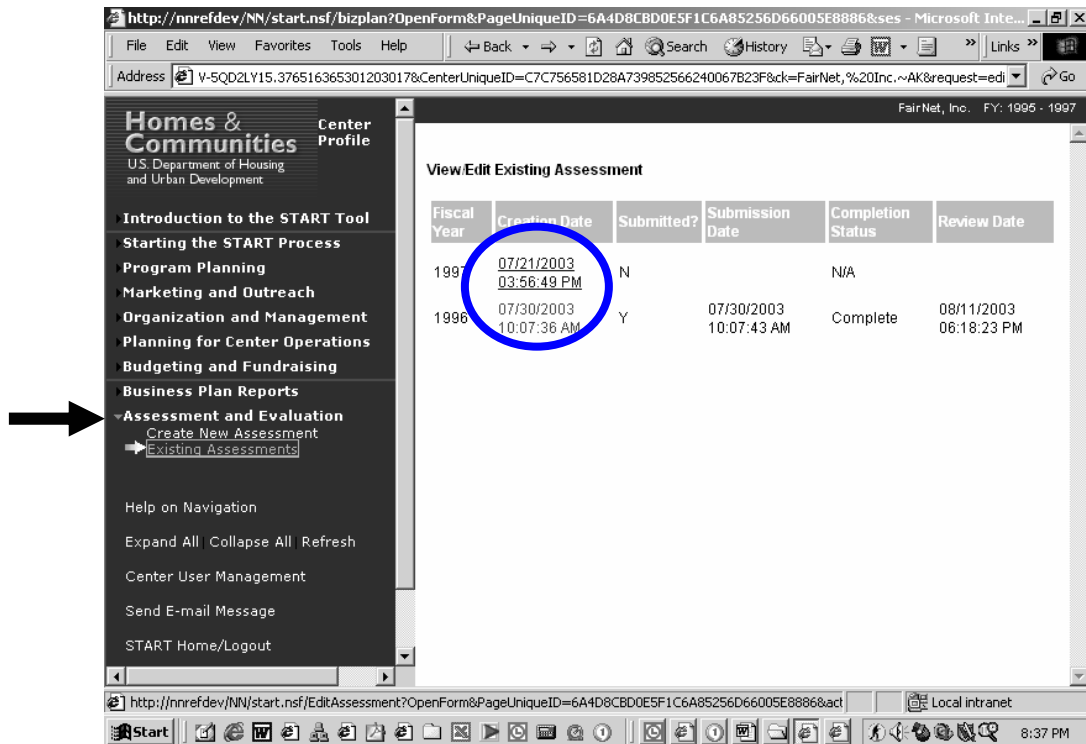


Once you click **Create New Assessment**, START will automatically generate an assessment report that compares the current year's data with the previous year's projections, enabling you to document the Neighborhood Networks center's performance without having to refer to the business plan. You cannot generate an assessment report unless a current and approved business plan already exists in START.

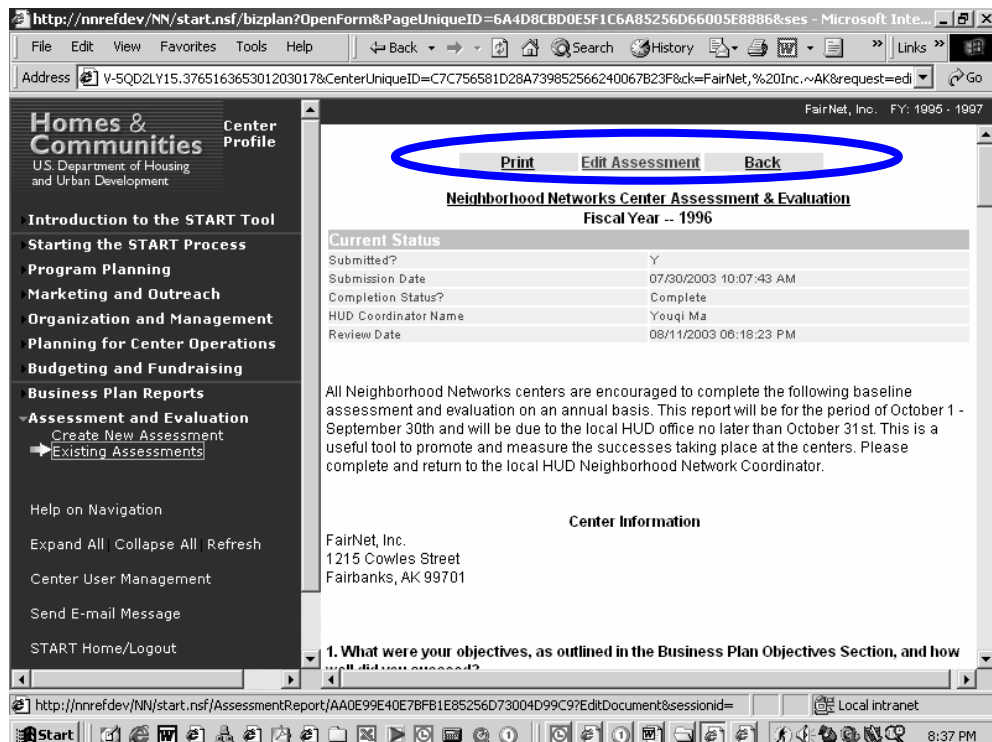
The screenshot shows the 'Center Information' page in the START web application. The left navigation bar is the same as in the previous image, with 'Assessment and Evaluation' selected and 'Create New Assessment' highlighted by a blue circle. The main content area is titled 'Center Information' and displays the center's name 'Asheville Terrace' and address '200 Tunnel Road, Asheville, NC 28805'. Below this, there is a section titled '1. What were your objectives, as outlined in the Business Plan Objectives Section, and how well did you succeed?' with instructions to 'Please check and insert appropriate number to all objectives that apply.' A table with 'Planned' and 'Actual' columns is shown, with a blue circle around it. The table contains the following data:

Planned	Actual	
100	0	Adults
0	0	Children
10	0	Job Skills Training/Employment?
10	0	Individuals will participate in a job skills program (Job Skills)
10	0	Individuals will participate in a job readiness program (Job Readiness)
10	0	Individuals will participate in a job retention program (Job Retention)
10	0	Individuals will be assisted by a job placement program (Job Placement)
10	0	Individuals will obtain jobs (Obtain Jobs)
10	0	Individuals will retain jobs for more than 3

To view, edit, or print an existing assessment, click **Existing Assessments** under **Assessment and Evaluation** on the navigation bar. This will generate a list from which you can choose a specific assessment.

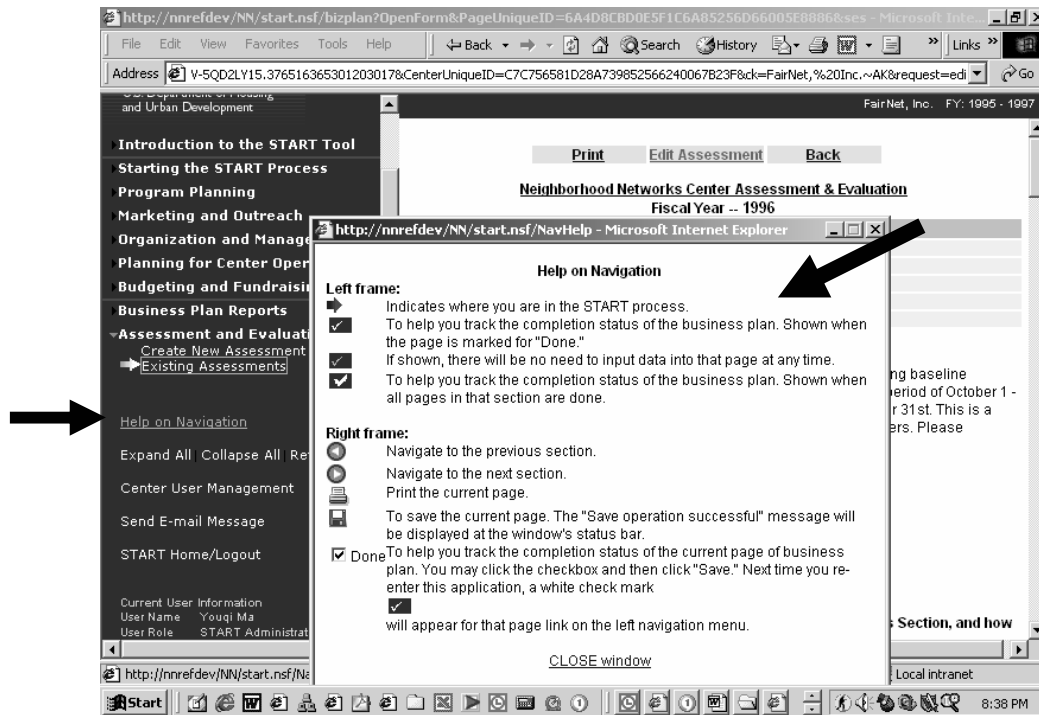


Once you have chosen an assessment, you can edit or print it by clicking on the appropriate link at the top of the page.

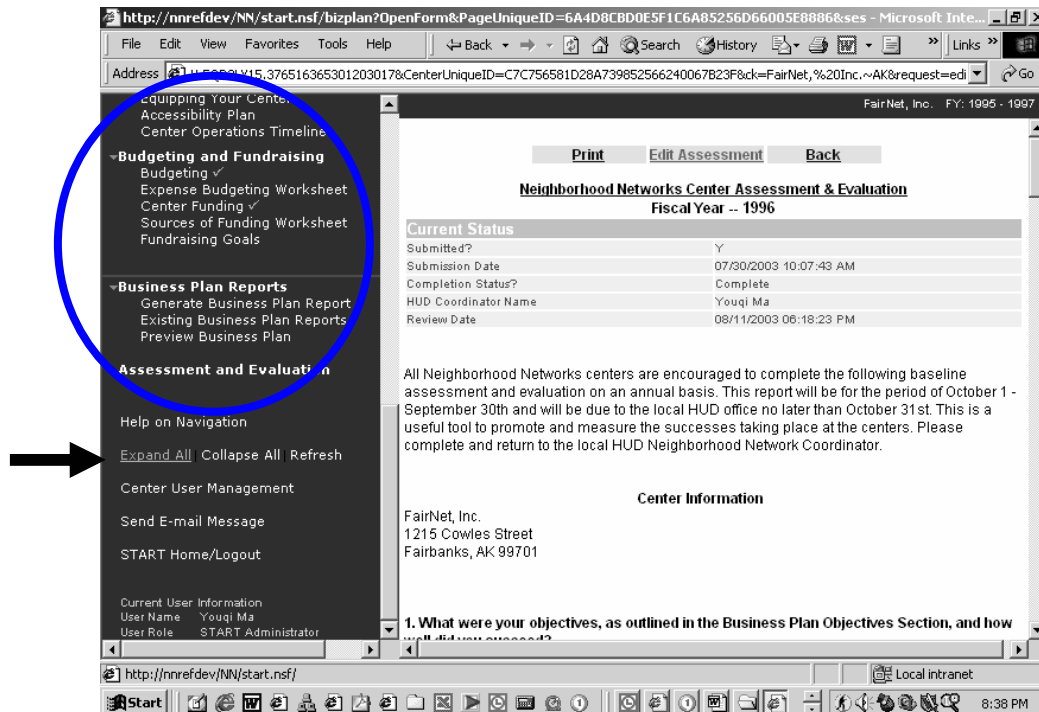


## Additional System Features

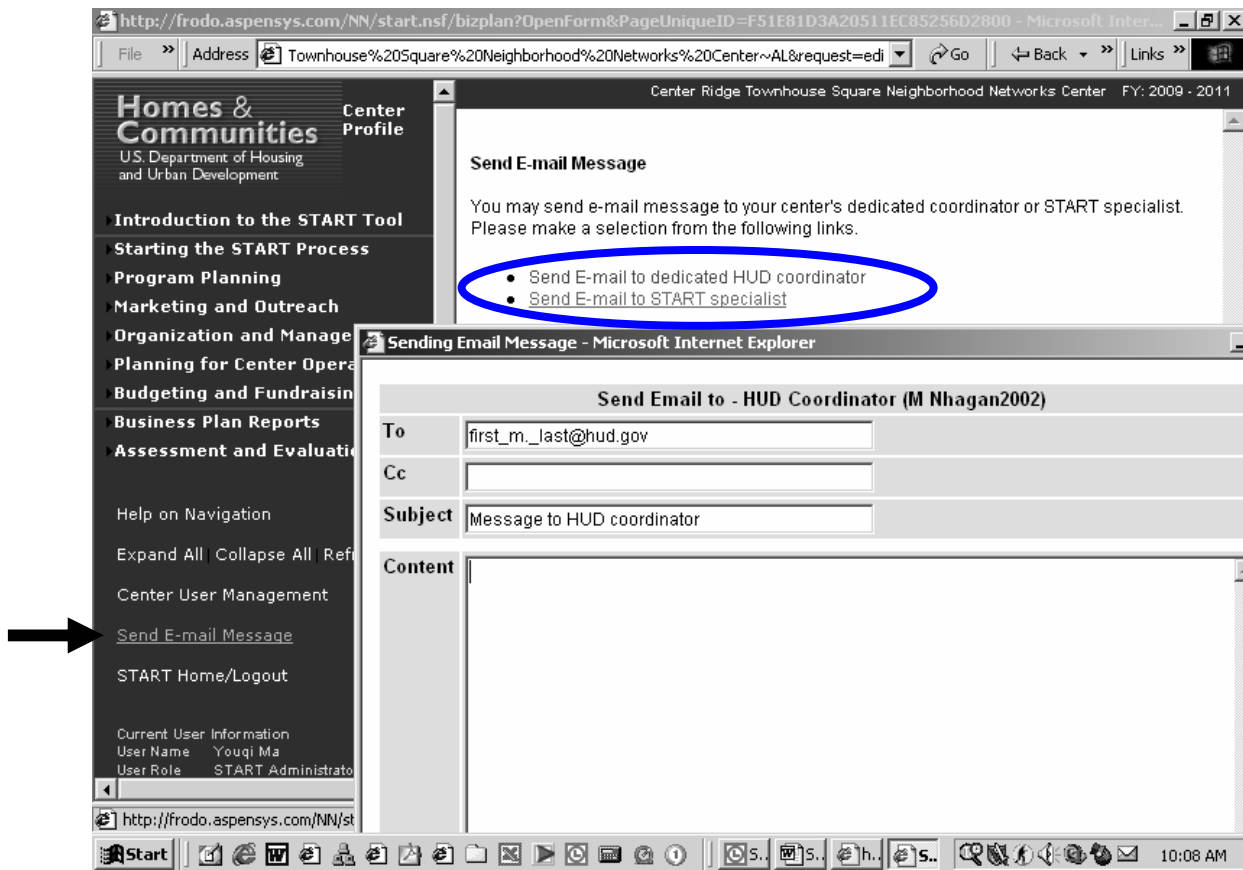
By clicking **Help on Navigation** on the navigation bar, you can access a pop-up box that documents all of the useful icons and tools associated with navigating START.



By clicking **Expand All/Collapse All/Refresh** on the navigation bar, you can expand or collapse the navigation bar or refresh your screen after inputting or saving information.



For better system user communication, you can send e-mail messages to either a dedicated HUD NN Coordinator or a START specialist by clicking **Send E-mail Message** on the navigation bar. To send an e-mail to a different person, delete the e-mail address in the *To* field and enter the desired e-mail address.



## Section 3: Changing User ID and Password

To add a new center administrator, editor, or user, or to edit an existing user ID or password, click **Center User Management** on the navigation bar. This will take you to the Center User Management page where you can add or edit center user information.

The screenshot shows a web browser window displaying the Center User Management page. The browser's address bar shows the URL: `http://nnrefdev/NN/start.nsf/bizplan?OpenForm&PageUniqueID=6A4D8CBD0E5F1C6A85256D66005E8886&ses`. The page title is "FairNet, Inc. FY: 1995 - 1997".

The left navigation bar includes the following items:

- Homes & Communities
- Center Profile
- Introduction to the START Tool
- Starting the START Process
- Program Planning
- Marketing and Outreach
- Organization and Management
- Planning for Center Operations
- Budgeting and Fundraising
- Business Plan Reports
- Assessment and Evaluation
- Help on Navigation
- Expand All Collapse All Refresh
- Center User Management** (highlighted with a blue oval and an arrow)
- Send E-mail Message
- START Home/Logout
- Current User Information

The main content area displays the "Center User Management" title (circled in blue) and a link to "Click to add new center user". Below this, a message states: "Click below to edit or view an existing Center Administrator, Center Editor, or Center Viewer." A table lists the existing users:

Role	Name	Created
Center Administrator	<a href="#">Cindy Smith</a>	07/17/2003 01:12:33 PM
Center Viewer	<a href="#">Tony Moore</a>	07/21/2003 03:42:11 PM

The browser's status bar at the bottom shows the URL: `http://nnrefdev/NN/start.nsf/center_user?OpenForm&sessionId=NNRV-5QCVXN41.5106431677729194946406F206F00` and the time 7:50 PM.

To add a new center user, input the correct user information and click **Save** and **Close**. The information will be saved to START for easy access by a center administrator. Only a center administrator is allowed to add/update user ID and password information for the Neighborhood Networks center.

The screenshot shows the 'Center User Management' form in the START system. The form is titled 'Center User Management' and is part of the 'Homes & Communities' application. It includes fields for State (AL), Center Name (Center Ridge Townhouse Square Neighborhood Networks Center), Phone, Contact Email, User Name, Password, Re-type Password, Role (Center Viewer), and Memo. The 'Save' and 'Close' buttons are circled in blue. A black arrow points to the 'Center User Management' link in the left sidebar.

To edit existing center user information (center administrators only), choose the user of interest and click on the corresponding link. This link will take you to the Center Administrator Management page where the necessary information can be updated and then stored by clicking **Save** and **Close**. The information will be saved to START for easy access by a center administrator. Only a center administrator is allowed to add/update user ID and password information for the Neighborhood Networks center.

The screenshot shows the 'Center Administrator Management' form in the START system. The form is titled 'Center Administrator Management' and is part of the 'Homes & Communities' application. It includes fields for State (AK), Center Name (FairNet, Inc.), Field Office (Atlanta Office), HUD Region (03), Contact Email (cindy@yahoo.com), User Name (Cindy Smith), Password (\*\*\*\*\*), and Memo (updated xx/yy/xx). The 'Save' and 'Close' buttons are circled in blue.

## Section 4: Exiting START

You can keep track of the section you are working on by selecting the **Done** checkbox and clicking **SAVE** at the bottom right-hand corner of each START section when you complete the section. Before exiting START, you should always click **SAVE** to ensure that all of your input is saved and not lost. After either refreshing the screen or returning to the system, you can determine where you stopped in the START process by locating the white check marks on the navigation bar next to the completed START sections. Yellow check marks denote sections not requiring manual input of information.

**User Tip: Always click “SAVE” before moving to the next screen.**

http://nnrefdev/NN/start.nsf/bizplan?OpenForm&PageUniqueID=6A4D8CBD0E5F1C6A85256D66005E8886&ses - Microsoft Inte...

File Edit View Favorites Tools Help

Address V-5QD23L1.980621042191220227E&CenterUniqueID=C7C756581D28A739852566240067B23F&ck=FairNet,%20Inc.~AK&request=edi

Homes & Communities  
US Department of Housing and Urban Development

Center Profile

Introduction to the START Tool

Starting the START Process

- Business Plan Timeframe ✓
- Your Mission Statement ✓
- Benefits to Stakeholders ✓
- Identify Community Resources ✓
- Staffing Resources ✓
- Who Are You Going to Serve? (highlighted)
- Property Demographics
- Center Demographics
- Identify Residents' Interests ✓
- Resident Survey Summary

Program Planning

Marketing and Outreach

Organization and Management

Planning for Center Operations

Budgeting and Fundraising

Business Plan Reports

Assessment and Evaluation

Help on Navigation

Who are you going to serve? Who is the "target market?" (check all that apply)

☐ Residents of the Property

☐ Community residents

☐ Other

What are the demographics of the people who live at the property and the demographics of the people that will use the center?

You may already have this data or have access to this information. [Click here](#) to find out where you can look for this information. The HUD Neighborhood Networks Coordinator can also be an important resource.

You can enter demographic information for both the center and the property. The next screen asks for data about your PROPERTY. After entering demographic information on the property, you can also enter demographic information on your center, if different.

PREVIOUS NEXT PRINT SAVE Done

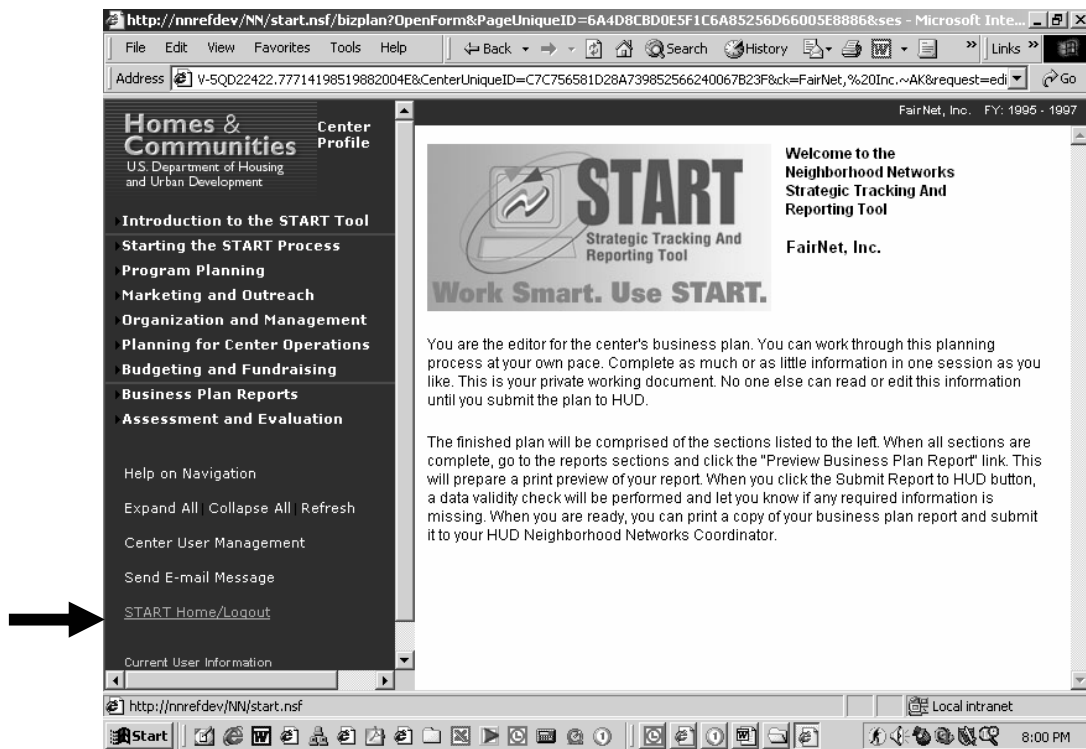
http://nnrefdev/NN/start.nsf/0/

Local intranet

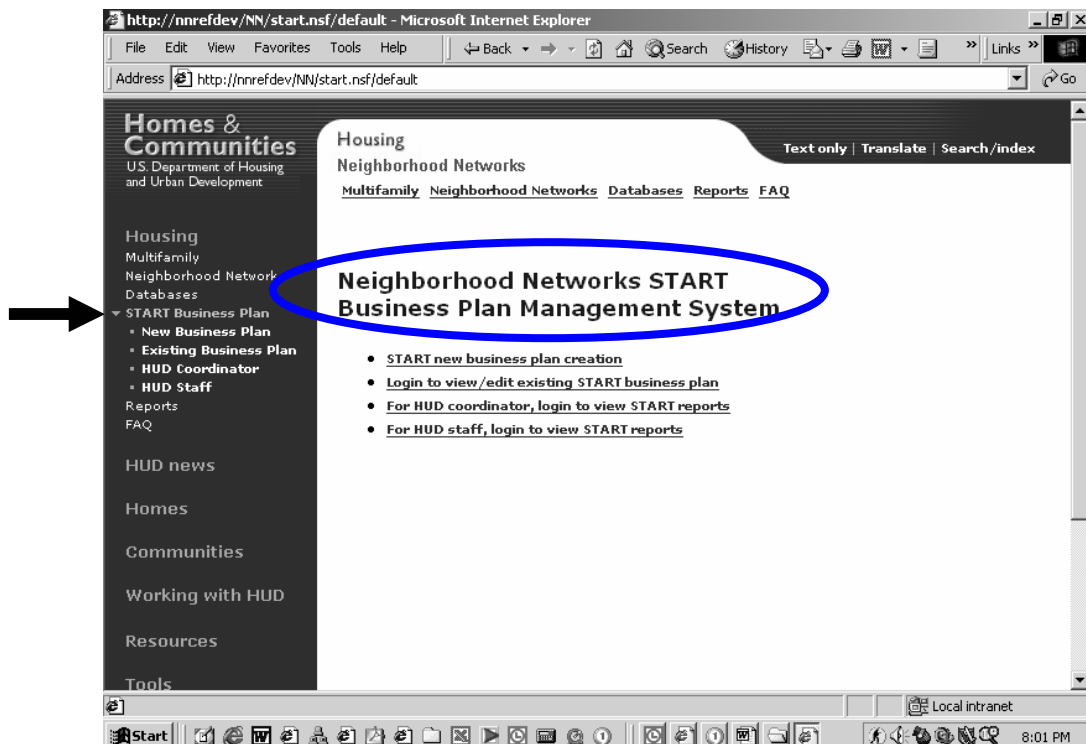
Start

8:04 PM

Once you have saved the business plan information in START, you can log out of START by clicking **START Home/Logout** on the navigation bar.



The **START Home/Logout** link will log you out of the system and take you back to the Neighborhood Networks START Business Plan Management System page and START homepage.



## Section 5: Center Classification

The Neighborhood Networks Initiative has developed a Three-Level System Classification Tool to support the classification process for Neighborhood Networks centers. By tying center classification into START, the NN Initiative will more effectively conduct center programming, center evaluations, evaluation of center financial sustainability, assessment of center technology, and evaluation of the involvement of residents in center activities. The Three-Level System Classification Tool is available through START, where centers will have the ability to request classification.

The classification tool will also automatically transmit e-mails to facilitate communication between users. HUD NN Coordinators, designated HUD staff, or the contractor will receive e-mails to inform them of submitted requests. Centers will receive e-mails to inform them of comments and approvals.

### User Access Levels

The system will allow the **center users** to conduct the following activities:

- Request center classification

The system will allow the **HUD NN Coordinators** and **HUD Management Staff** to conduct the following activities:

- Review and authorize submitted classification requests.

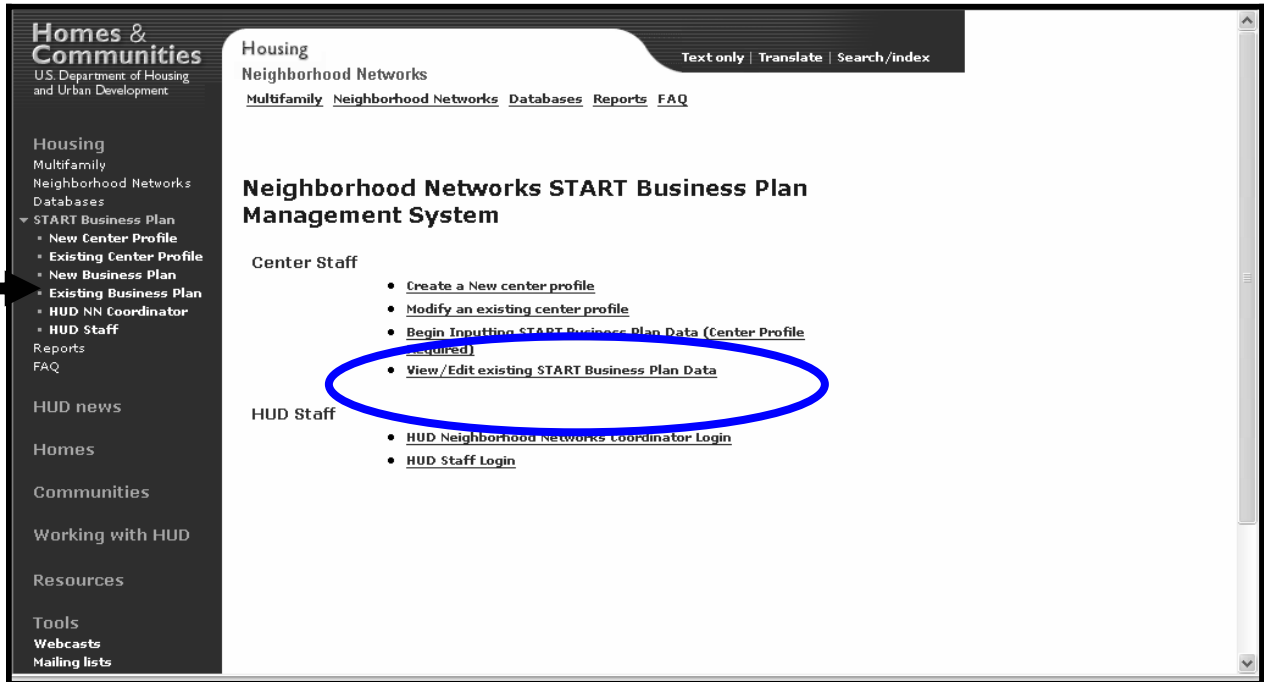
### Three-Level Center Classification Overview

A Three-Level System Classification Tool supports the classification process for Neighborhood Networks centers. Center Classification for Levels 1 and 2 are processed automatically by the tool once the following standards have been achieved:

- **The Designated (Level 1) Status** center classification establishes minimum achievable standards for NN centers. This designation denotes that the center has the tools for creating effective programs and services to support the self-sufficiency of residents of FHA insured and assisted properties and the sustainability of the center.
- **The Certified (Level 2)** Multifamily NN centers have achieved and exceeded **Designated** status and actively operate programs designed to support residents' self-sufficiency.
- The **Model (Level 3)** Multifamily NN center classification is based on a combination of achievements of **Designated** and **Certified** standards, and additionally, achievement of mandatory **Model** standards. **Model** Multifamily NN centers serve as centers of excellence for the entire Neighborhood Networks Initiative.

### Level 3: Request for Level 3 Model Classification

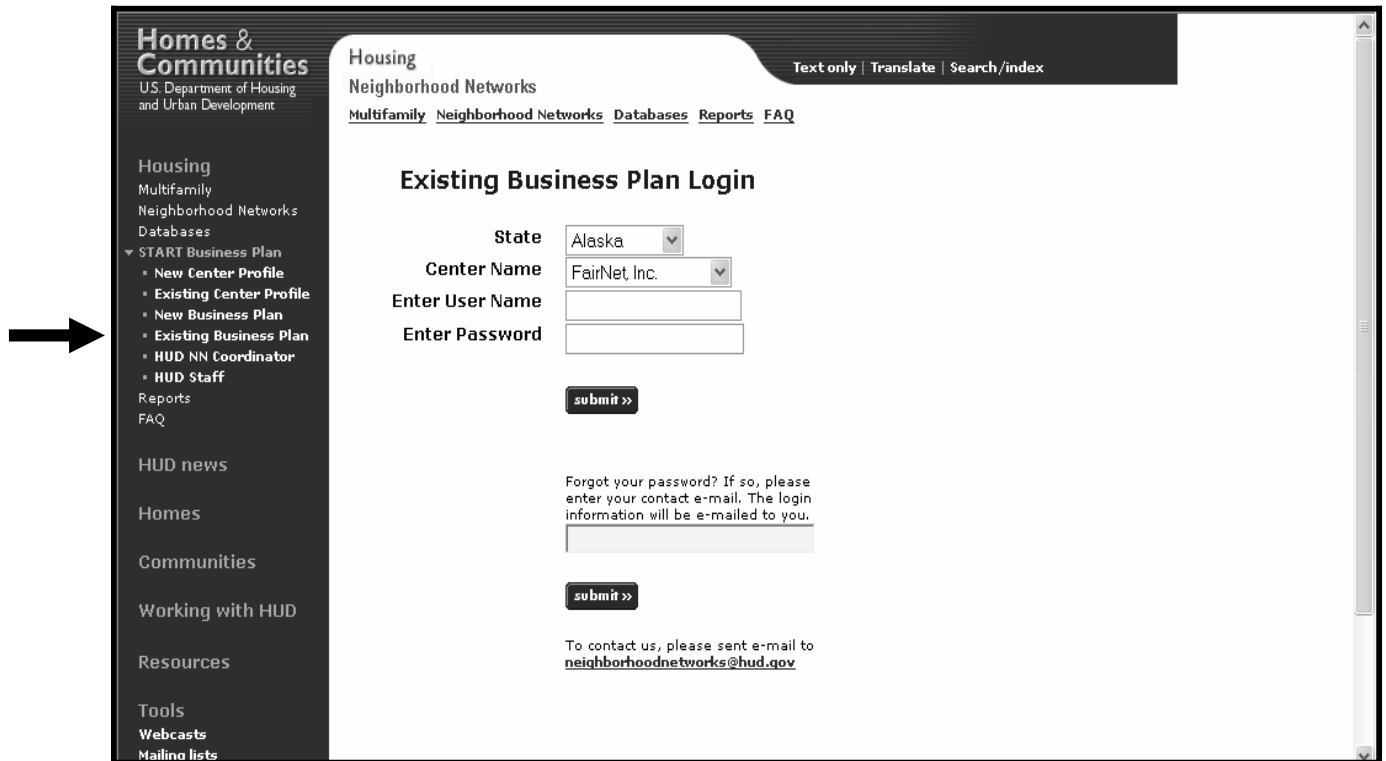
To request Level 3 Model Center Classification, click the **Existing Business Plan** link on the left navigation bar or **View/Edit existing START Business Plan Data** link on the Neighborhood Networks START Business Plan Management System screen. Either link will take you to the Existing Business Plan Login screen.



On the Existing Business Plan Login screen:

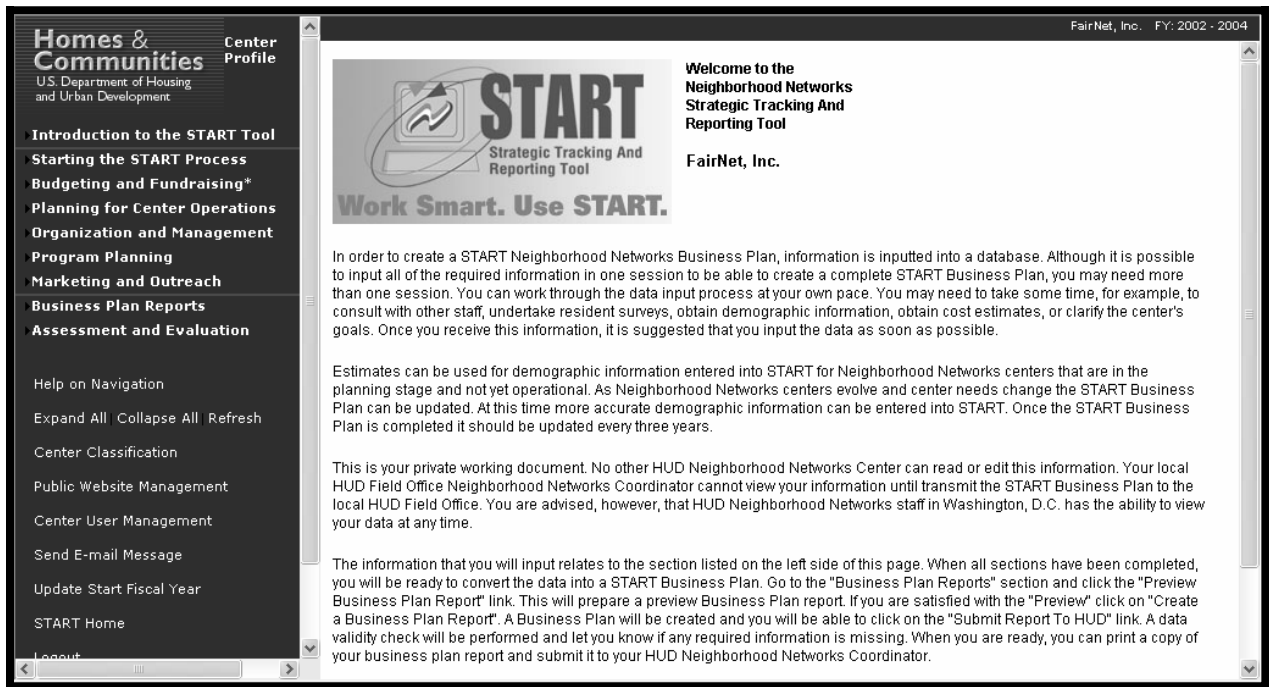
- Select your state and center name from the drop-down lists provided.
- Entered your correct user name and password.
- Click **submit**.

If you forget your password, enter your correct e-mail address in the text box located at the bottom of the screen and click the **submit** button. Your password will be e-mailed to you.



The screenshot shows the 'Existing Business Plan Login' page on the HUD website. The left sidebar contains a navigation menu with the following items: **Homes & Communities**, US Department of Housing and Urban Development, Housing, Multifamily, Neighborhood Networks, Databases, **START Business Plan** (with sub-items: New Center Profile, Existing Center Profile, New Business Plan, Existing Business Plan, HUD NN Coordinator, HUD Staff), Reports, FAQ, HUD news, Homes, Communities, Working with HUD, Resources, Tools, Webcasts, and Mailing lists. A large black arrow points to the 'Existing Business Plan' link in the 'START Business Plan' section. The main content area has a header with 'Housing' and 'Neighborhood Networks', and a sub-header with 'Multifamily', 'Neighborhood Networks', 'Databases', 'Reports', and 'FAQ'. The main title is 'Existing Business Plan Login'. Below the title are two dropdown menus for 'State' (set to 'Alaska') and 'Center Name' (set to 'FairNet, Inc.'). Below these are two text input fields for 'Enter User Name' and 'Enter Password'. A 'submit >>' button is located below the password field. Below the button is a link: 'Forgot your password? If so, please enter your contact e-mail. The login information will be e-mailed to you.' followed by a text input field and another 'submit >>' button. At the bottom, there is a note: 'To contact us, please sent e-mail to [neighborhoodnetworks@hud.gov](mailto:neighborhoodnetworks@hud.gov)'.

Once you have logged into the Existing Business Plan, the Welcome screen appears. You may request Level 3 Model Center Classification using the **Center Classification** link in the navigation bar on the left side of the Existing Business Plan welcome screen. This will open the Review Center Classification Request (Level 3) screen.



On the Review Center Classification Request (Level 3) screen, proceed as follows:

1. Respond *yes* or *no* to the nine listed standards.
2. Next, enter comments in the Center Comments for Level 3 field.
3. Click **Submit**. This will cause the Review Center Classification Request Level 3 Model Status confirmation message box to appear.

Current Status				
Level	Submit Date	Approval?	Review Date	Reviewer
1	08/16/2004 11:02:40 AM	Yes	08/16/2004 11:03:15 AM	Youqi Ma
2	08/16/2004 02:05:52 PM	Yes	08/16/2004 03:17:56 PM	Youqi Ma
3	08/27/2004 02:13:41 PM	Pending	08/24/2004 12:02:09 PM	Youqi Ma

Center classification requirements

**FairNet, Inc.**

**Center Classification Request (Level 3)**

You are requesting consideration for Designated (Level 3) Classification. Please fill out the fields listed below and click "Submit." Your request will be automatically forwarded to the HUD Coordinator for review. You will receive e-mail notification of the status of this request.

Note: To qualify for classification of level 3, the following requirements must be met:

- Attained level 1& level 2 classifications
- Has attained Level 2 classification for two years
- Has an updated and approved START on-line business plan
- Has three consecutive HUD accepted center Assessment and Evaluation reports
- Meet 7 mandatory standards.
- Be operational for at least 3 consecutive years

\* Required field

<b>Center Name:</b>	FairNet, Inc.
<b>Field Office:</b>	Atlanta Office
<b>Coordinator:</b>	Youqi Ma
<b>Attained level 1 &amp; 2 classifications:</b>	Yes
<b>Have attained level 2 classification for two years:</b>	Yes
<b>Has an updated and approved START business plan?</b>	No
<b>Has three consecutive HUD accepted center assessment reports?</b>	No
<b>The Following Standards Have Been Met:</b>	
<b>Standard 1: Period of Operation</b>	
<b>Has the center been operational for at least three consecutive years?</b>	<input type="radio"/> Yes <input type="radio"/> No
<b>Standard 2: Resident Involvement</b>	
<b>Has the center conducted a resident survey at least once every three years and used the survey results to guide the choices of programs and services? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Has the center submitted an initial resident survey, a follow-up survey and a listing of programs and services offered within the past three years to the contractor? *</b>	<input type="radio"/> Yes <input checked="" type="radio"/> No
<b>Standard 3: Program Guidelines</b>	
<b>Do training and other programs use written curricula or program guidelines? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Have copies of curricula or program guidelines for each program and a written summary describing program outcomes been submitted to the contractor? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Standard 4: Tracking, Evaluation and Reporting</b>	
<b>Does the center have a system that tracks, evaluates and reports results of center program activities to improve program performance and outcomes and increase resident participation? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Has a description of the center's tracking, evaluation and reporting systems and a description of how information collected is used to improve performance and outcomes and increase resident participation been submitted to the contractor? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Standard 5: Partnerships</b>	
<b>Is the center actively engaged with at least two partner entities? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Have written partnership agreements specifying roles, responsibilities and services been submitted to the contractor? *</b>	<input type="radio"/> Yes <input checked="" type="radio"/> No
<b>Standard 6: Funding</b>	
<b>Is the center engaged in fund development to increase financial sustainability? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Have samples of proposals submitted within the past three years and samples of fund raising materials been submitted to the contractor? *</b>	<input checked="" type="radio"/> Yes <input type="radio"/> No
<b>Standard 7: Center Environment</b>	

Does the center environment include: high speed Internet access, up-to-date and working equipment and operating systems, accessible work space and equipment, implemented security features, at least 30 hours weekly operational time and attractive and clean physical facilities? *	<input type="radio"/> Yes <input type="radio"/> No
Has an operating statement discussing items stated and interior and exterior photographs of the center been submitted to the Contractor? *	<input type="radio"/> Yes <input checked="" type="radio"/> No
Standard 8: 501(c)(3) (optional)	
Has the center obtained 501(c)(3) status or alignment with a 501 (c)(3) organization?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Has a copy of the 501(c)(3) IRS letter for the center or the organization with which it is aligned been submitted to the Contractor along with a letter of alignment?	<input type="radio"/> Yes <input checked="" type="radio"/> No
Standard 9: Governance (optional)	
Does a board of directors or similar body provide center governance?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Has a list of governance body members and work affiliations and copies of meeting minutes been submitted to the Contractor?	<input checked="" type="radio"/> Yes <input type="radio"/> No
Center Comments for Level 3: <div>center comments for level3</div>	
Reviewer's Comments for Level 3: <div>This is reviewer comment for level 3</div>	
<div>Print Submit</div>	

In the Review Center Classification Request Level 3 Model Confirmation message box, you can click the **OK** button to save the form content and submit the classification request to the HUD NN Coordinator. An e-mail will be generated for the appropriate HUD NN Coordinator and an acknowledgement screen will appear.

Alternatively, you may click **Cancel** to return to the Review Center Classification Request (Level 3) screen without saving and submitting the Level 3 Model Classification Request.

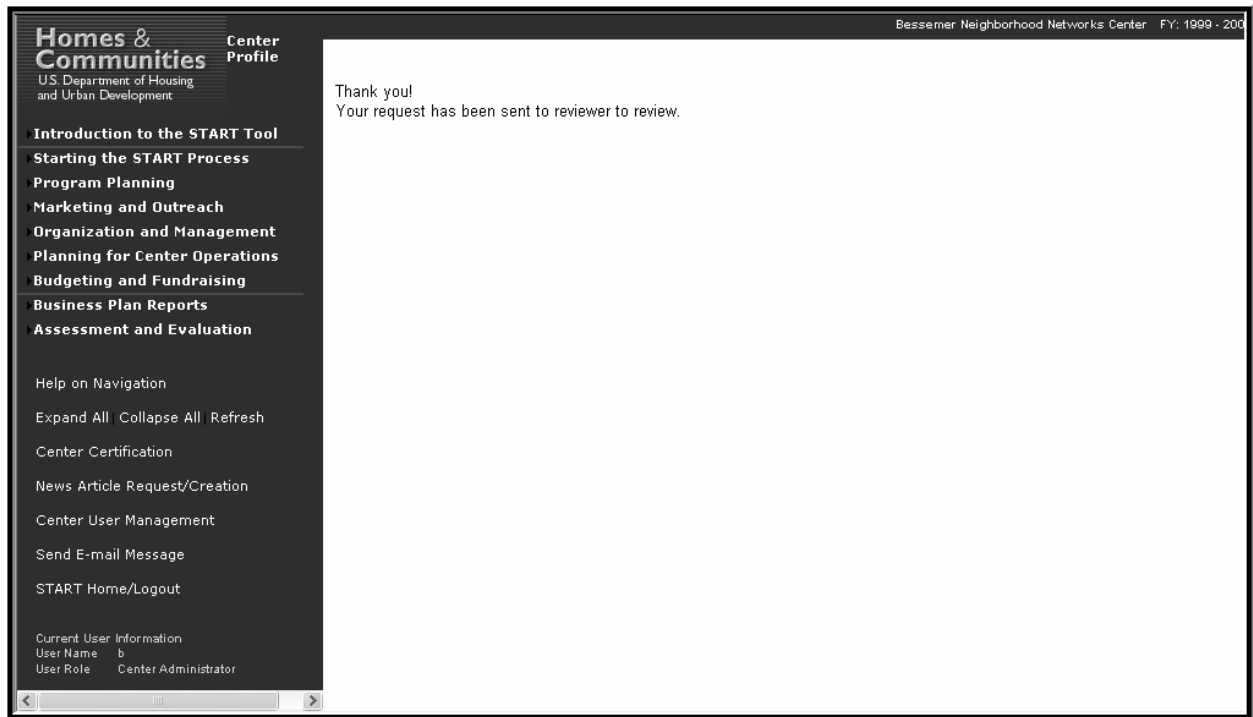
The screenshot shows a web form titled "Review Center Classification Request Level 3 Model Confirmation". The form contains several sections with questions and input fields:

- Standard 8: 501(c)(3) (optional)**
  - Has an operating statement discussing items stated and interior and exterior photographs of the center been submitted to the Contractor? ☒ Yes ☐ No
  - Has the center obtained 501(c)(3) status or alignment with a 501 (c)(3) organization? ☒ Yes ☐ No
  - Has the sub align Sta Doe cen
  - Has a list of governance body members and their affiliations and copies of meeting minutes been submitted to the Contractor? ☒ Yes ☐ No
- Center Comments for Level 3:** (Text area)
- Reviewer's Comments for Level 3:** (Text area)
- Director's Comments for Level 3:** (Text area)

A confirmation dialog box titled "Microsoft Internet Explorer" is overlaid on the form. It contains a question mark icon and the text: "Do you want to save and submit the request to corresponding coordinator?". There are two buttons: "OK" and "Cancel".

At the bottom of the form, there are two buttons: "Print" and "Submit".

The Center Classification Acknowledgement screen informs you that your center classification request has been submitted for review. An e-mail will be sent to the appropriate reviewers notifying them of your request for classification. At this point, you can exit the system.





**U.S. Department of Housing and Urban Development  
Neighborhood Networks  
2277 Research Boulevard, 5J  
Rockville, MD 20850**

**Web site: *www.NeighborhoodNetworks.org*  
E-mail: *mail@neighborhoodnetworks.org***

**Neighborhood Networks Information Center: (888) 312-2743  
TTY: (800) 483-2209**